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Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

Budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo for the period from 1 July 2018 to 30 June 2019

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) for the period from 1 July 2018 to 30 June 2019, which amounts to $1,153,468,800.

The proposed budget provides for the deployment of up to 660 military observers and staff officers, 16,215 military contingent personnel, 391 United Nations police officers, 1,050 formed police personnel, 854 international staff, 2,357 national staff, 419 United Nations Volunteers and 90 government-provided personnel.

The total resource requirements for MONUSCO for the financial period from 1 July 2018 to 30 June 2019 have been linked to the Mission's objective through a number of results-based frameworks, organized according to components (support to the political process towards the holding of elections, protection of civilians and human rights, and support). The human resources of the Mission in terms of number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in levels of resources, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars, budget year is from 1 July to 30 June)

Category	*Expenditure (2016/17)*	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	573 884.1	561 017.6	559 801.4	(1 216.2)	(0.2)
Civilian personnel	305 827.4	270 173.6	258 979.0	(11 194.6)	(4.1)
Operational costs	354 731.7	310 656.9	334 688.4	24 031.5	7.7
Gross requirements	**1 234 443.2**	**1 141 848.1**	**1 153 468.8**	**11 620.7**	**1.0**
Staff assessment income	30 839.5	28 850.5	27 429.0	(1 421.5)	(4.9)
Net requirements	**1 203 603.7**	**1 112 997.6**	**1 126 039.8**	**13 042.2**	**1.2**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**1 234 443.2**	**1 141 848.1**	**1 153 468.8**	**11 620.7**	**1.0**

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*Temporary position*[c]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management										
Approved 2017/18	–	–	–	–	88	54	–	15	–	**157**
Proposed 2018/19	–	–	–	–	96	76	–	15	–	**187**
Components										
Support to the political process towards the holding of elections										
Approved 2017/18	–	–	–	–	91	226	8	7	–	**332**
Proposed 2018/19	–	–	–	–	74	177	8	5	–	**264**
Protection of civilians and human rights										
Approved 2017/18	660	16 215	391	1 050	134	404	–	57	90	**19 001**
Proposed 2018/19	660	16 215	391	1 050	107	316	98	61	90	**18 988**
Support										
Approved 2017/18	–	–	–	–	572	1 880	–	340	–	**2 792**
Proposed 2018/19	–	–	–	–	554	1 705	–	338	–	**2 597**
Total										
Approved 2017/18	660	16 215	391	1 050	885	2 564	8	419	90	**22 282**
Proposed 2018/19	660	16 215	391	1 050	831	2 274	106	419	90	**22 036**
Net change	**–**	**–**	**–**	**–**	**(54)**	**(290)**	**98**	**–**	**–**	**(246)**

[a] Represents the highest level of authorized/proposed strength.
[b] Includes National Professional Officers and national General Service staff.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) was established by the Security Council in its resolution 1925 (2010). The most recent extension of the mandate was authorized by the Council in its resolution 2348 (2017), by which the Council extended the mandate until 31 March 2018.

2. The Mission is mandated to help the Security Council achieve an overall objective, namely, to advance peace and security in the Democratic Republic of the Congo.

3. Within this overall objective, MONUSCO will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to components (support to the political process towards the holding of elections, protection of civilians and human rights, and support), which are derived from the mandate of the Mission.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MONUSCO in terms of number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel compared with the 2017/18 period, including reclassifications, have been explained under the respective components.

5. The Mission will maintain its headquarters in Kinshasa where the senior leadership will be located. The civilian presence of MONUSCO in field and antenna locations will be reduced in the 2018/19 period. The Mission will maintain nine field offices (Dungu, Bunia, Beni, Goma, Bukavu, Uvira, Kalemie, Lubumbashi and Kananga); these field offices are aligned with a three-tier field office model, with three large, three medium-sized and three small offices. The Mission will also maintain two Kananga sub-offices in Mbuji-Mayi and Tshikapa in the Kasai region, in the 2018/19 period, subject to a review thereafter should security conditions improve. The Mission will also maintain four antenna locations throughout western and central Democratic Republic of the Congo, in Matadi, Mbandaka, Kindu and Kisangani, with a focus on maintaining situational awareness, political analysis, human rights monitoring and reporting capacities throughout the electoral period. This approach of maintaining a light presence in potential hotspots is considered prudent, particularly after the conflict in the Kasai region necessitated a major upscaling of presence in Kananga and Mbuji-Mayi antennae in the 2016/17 period.

6. With a view to streamlining its presence, MONUSCO will close its liaison offices in Kampala and Kigali, thereby reducing its footprint in these locations. Meanwhile, the civilian footprint in Kisangani has been significantly reduced from a field office to an antenna, and the antenna location in Bandundu and sub-office in Lubero (North Kivu) have been closed. MONUSCO will maintain short-term deployment capacities in lieu of a permanent physical presence in a number of field offices in order to be able to respond to emerging threats and deploy preventively to areas at high risk of violence, particularly during the election period, and to monitor and report on human rights violations. This will include maintaining a small standing capacity of mobile monitoring and response teams based in Kinshasa ready to deploy

throughout western and central Democratic Republic of the Congo on short notice. These teams, composed of a Political Affairs Officer, a Civil Affairs Officer, a Human Rights Officer, a representative of the Office of the Deputy Special Representative of the Secretary-General for protection and operations or a Head of field office, a United Nations police officer and a National Professional Officer with relevant knowledge or language skills, gather information and produce multidisciplinary analyses to inform future Mission engagement; monitor, investigate and report on human rights violations; and establish contacts with local, territorial and provincial authorities, security actors and civil society to quickly de-escalate tense situations and cultivate a network for information sharing and engagement.

7. The Police component's footprint will generally align with the field office structure, and MONUSCO will maintain its seven formed police units in critical urban hotspots, though with increased mobility and projection capacity through an increase in armoured personnel carriers. In the 2018/19 period, additional formed police units will be deployed in Kinshasa and one in Kananga from within existing resources. The Mission will continue to seek the deployment of at least one additional formed police unit for Lubumbashi through inter-mission cooperation, as mandated in Security Council resolution 2348 (2017).

8. The Force will, meanwhile, shift its footprint to ensure that it can deploy quickly across four sectors (northern, central, southern and western) covering the whole country. The Force will reduce the number of static bases from 82 to 64 and, through the introduction of appropriate air and ground transportation assets, will implement the protection-through-projection approach in areas where static bases are closed down, while maintaining a protection-through-presence approach in areas deemed at gravest risk. In the 2018/19 period, the Force will be composed of 10 framework battalions and five rapidly deployable battalions. Further adjustments will be made to the Force's footprint based on the security conditions in the country following the holding of elections.

9. MONUSCO will reduce its support to the Forces armées de la République démocratique du Congo (FARDC) and the Congolese National Police in the 2018/19 period, continuing the decrease from the 2017/18 period. The provision of support will be based on a careful risk assessment and analysis of the likely impact of such support, in strict compliance with the human rights due diligence policy. The Mission will strengthen the secretariat of the human rights due diligence policy, and will withdraw support where there is any failure to adhere to international standards for human rights, including fundamental political rights and freedoms.

B. Planning assumptions and mission support initiatives

10. The Democratic Republic of the Congo remains at a moment of critical transition which will affect the political, social and security trajectory of the country, and potentially the region, for years to come. Elections that were intended to be held in December 2016, in line with the constitution, were postponed resulting in major political uncertainty, which in turn fuelled an increase in insecurity. Following political negotiations, a breakthrough political agreement between the majority of political stakeholders was reached on 31 December 2016, charting the path forward towards elections. Although the organization of elections in 2017, as foreseen in that agreement, did not occur, presidential, legislative and provincial elections are now scheduled to be held on 23 December 2018, in accordance with a November 2017 calendar of the Independent National Electoral Commission. Notwithstanding the revised electoral calendar, it is expected that uncertainty over the electoral process and the current political, security and humanitarian situation will continue to drive

heightened political tensions and increasing polarization, potentially resulting in an increase in human rights violations. Coupled with this political uncertainty over the path towards elections and a transition of power, several factors will also impact the situation in the Democratic Republic of the Congo, namely, (a) the deterioration of the security situation, in particular in the Kasai region and the east of the country; (b) the increase in abuses and violations of human rights and of international humanitarian law in the country, as related, inter alia, to the political process; and (c) the humanitarian consequences, which disproportionately affect women and children.

11. The slowness in the implementation of the 31 December 2016 agreement, coupled with a worsening socioeconomic context and ongoing repression by the national security forces, has exacerbated discontent in Kinshasa and other major urban centres. Meanwhile, there has been a resurgence of intercommunal violence and a multiplying of the number of conflict hotspots across the country, which have spread from eastern provinces to areas throughout central and western Democratic Republic of the Congo, from which the Mission had withdrawn in recent years as the security situation improved. This marks a significant expansion of the geographical scope of protection-related challenges facing state security forces and the Mission. As conflict and major protection threats now include the Kasai region, major urban centres and a number of provinces in western Democratic Republic of the Congo, Government actors and MONUSCO are increasingly called upon to prevent and respond appropriately to these challenges. This spread in conflict has been accompanied by a sharp increase in human rights violations, as a result not only of the surge in local and intercommunal conflict, but also of widespread violations of civil and political rights amid shrinking democratic space, and an increasingly excessive use of force by state security actors.

12. Meanwhile, as political instability has deepened and conflict has spread, the humanitarian situation has deteriorated. With 3.8 million internally displaced persons and close to 4.3 million facing emergency levels of food insecurity, the United Nations declared the Democratic Republic of the Congo a Level 3 emergency in October 2017, a designation reserved for only the most complex and challenging crises. Given the political, security and humanitarian dynamics, the possibility of a rapid deterioration fuelled by political uncertainty cannot be ruled out.

13. In this context, a strategic review of MONUSCO and its key priorities was conducted in 2017, resulting in the special report of the Secretary-General on the strategic review of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (S/2017/826). It was recommended in the strategic review that MONUSCO streamline its activities around two key priorities, namely, support to the political process (including support to the 31 December 2016 political agreement) towards the holding of elections; and protection of civilians and human rights. It was also recommended in the review that the Mission transition from longer-term institution-building efforts in the current political environment while leveraging the presence of various partners in areas that fall outside of its core areas of responsibility. The strategic review's recommendations that the Mission streamline and reprioritize its efforts and resources as it navigates towards elections in this complex and volatile period are reflected in the budget proposal for the 2018/19 period. The practical implications of the strategic review will result in the reduction of the static footprint and an increased emphasis on mobility requirements in order to respond appropriately across a larger geographical area, as and where required. The Mission will also require an increase in the appropriate analysis and coordination capacity to ensure a coherent assessment of and response to emerging political and protection issues across the country within the architectural framework of a "comprehensive approach". The proposed budget for the 2018/19 period also captures

the Mission's reorientation away from longer-term institution-building efforts, in recognition that conditions for pursuing these efforts may not be established until the conclusion of a transition of power.

Support to the political process towards the holding of elections

14. The effective implementation of the principles of the 31 December 2016 agreement in a swift and timely fashion is critical to a credible electoral process and the peace and stability of the Democratic Republic of the Congo. The overarching strategic priority of MONUSCO is to support the establishment of a political environment conducive to the holding of peaceful, credible and inclusive elections in an increasingly fractious political environment, in which elections have already been delayed beyond the timeline envisaged in the Congolese constitution and the 31 December 2016 agreement and are now scheduled to be held in December 2018. The Mission will use its good offices and engagement with interlocutors across the political spectrum, including the Government, opposition parties and civil society, to facilitate a political dialogue that involves key national, regional and international stakeholders, including the African Union, the International Organization of la Francophonie, the Southern Africa Development Community (SADC) and the European Union. Finalizing the voter registration process and holding peaceful and credible elections are essential to restoring confidence in the political transition. MONUSCO will support the Independent National Electoral Commission by providing technical and logistical support to the organization of the elections. Regular evaluations of the electoral process will contribute to building confidence in the process and enhancing the level of international support and engagement.

15. MONUSCO will also continue to promote respect for and protection of the political space, including by providing access to a diversity of views on Radio Okapi, and will promote the protection of human rights and fundamental freedoms. Through good offices, political engagement and advocacy, the Mission will facilitate an inclusive and credible dialogue at the national and local levels encompassing a broad range of political and civil society stakeholders, with a special emphasis on involving women in these processes. The Mission will also work to promote and protect human rights and fundamental freedoms through engagement with communities, civil society, political stakeholders, state security actors and state authorities and institutions, including the National Human Rights Commission, the High Council for Media and the Independent National Electoral Commission. The Mission will also train the Congolese national police on respect for human rights and appropriate use of force, and support the Inspector General of the Congolese national police, with a view to improving accountability and mitigating the risk of human rights and protection threats in the context of elections. Meanwhile, the Mission will streamline its existing security sector reform capacity with a view to integrating some remaining capacity in support of overall political analysis and engagement on security sector issues at the strategic level.

16. In line with Security Council resolution 2348 (2017) and the recommendations of the strategic review, MONUSCO will continue to review its field presence in areas deemed to be at high risk of political violence during the electoral period, particularly in western Democratic Republic of the Congo. The Mission will strengthen its capacity to monitor and report on human rights violations, support serious crimes investigations and prosecutions, and advocate for political space in these areas, with a view to mitigating the risk of violence during the period. To that end, the Mission will maintain a small standing mobile monitoring and response team capacity to cover all hotspots throughout western Democratic Republic of the Congo and thereby provide the Mission leadership with analysis, reporting and actionable recommendations on good offices engagement, with regard to deteriorating security

situations in areas with no permanent Mission presence. This is a critical prevention capacity, which was a key ad hoc capacity during the Mission's response in the Kasais and has now been formalized. Similarly, the Mission's strategic communications and outreach capacity, including Radio Okapi, will remain a critical tool during this period, allowing the Mission to contribute to national coverage and political space in support of a transparent and credible electoral process. The Mission will coordinate with the African Union and regional actors in its efforts in support of political dialogue and elections and, in collaboration with the United Nations country team, will monitor and evaluate the advancement of the electoral calendar, as well as the related electoral budget and electoral code of conduct. MONUSCO will also continue to provide technical support to the Independent National Electoral Commission in support of the advancement of the electoral process, and will provide logistical support in line with Council resolution 2348 (2017) and an agreed division of responsibilities between the Mission, the Commission, the United Nations Development Programme (UNDP) and other actors at the appropriate moment.

17. The role of MONUSCO in the provision of logistical support to the elections will encompass the movement of electoral material and the transport of Independent National Electoral Commission personnel. In this regard, the Mission's theatre of operations will include three reception centres; 15 distribution hubs; 115 redistribution sites; and 14 hotspots, which are areas to which access is deemed by the Commission to be difficult. Distribution beyond these points will be undertaken by the Commission. The Mission will be responsible for the distribution and delivery of 15,000 tons of sensitive and non-sensitive materials to the sites under its responsibility. After the conclusion of the elections, MONUSCO will also be responsible for the recovery of sensitive materials from sites under its responsibility for removal to Kinshasa.

Protection of civilians and human rights

18. Efforts by MONUSCO to protect civilians under threat of physical violence; to monitor, investigate and report on human rights abuses; to support prosecutions; and to fight impunity will remain critical. Through a comprehensive approach involving political engagement and efforts of both the uniformed and civilian components, the Mission's protection work will focus on prevention, on reducing the threat posed to civilians by armed groups, and on limiting the impact of election-related violence, including abuses against people seeking to exercise their fundamental civil and political rights.

19. In these efforts, and in light of the widening expanse of the geographical areas in which civilians face protection threats, the early warning and preventive efforts of MONUSCO, as well as the ability to deploy uniformed and civilian elements quickly to areas at risk of violence or where conflict has erupted, will remain critical. The mobility and flexibility of military, police and civilian components will be paramount in maximizing the Mission's effectiveness in the coming period. With limited resources, MONUSCO cannot maintain a static presence at every location where protection threats exist and so must rely increasingly on temporary military and civilian deployments entailing standing combat deployments, joint assessment missions, mobile monitoring and reporting teams, and other mobile protection tools. The provision of appropriate mobility requirements, including air assets, will be crucial to ensuring the effective implementation of this approach as laid out conceptually in the strategic review.

Comprehensive approach to the protection of civilians

20. The Mission's overarching strategy under a comprehensive approach to the protection of civilians will be to focus on the prevention, de-escalation and resolution of conflicts. This will be achieved in part through the reduction of the threat posed by Congolese and foreign armed groups, the reduction of violence against civilians, including sexual and gender-based violence, and the reduction of violence against children, to a level that can be effectively managed by the Congolese justice and security institutions. This comprehensive approach to protecting civilians is so structured as to maximize efforts and create an adequate balance among military operations (protection from physical violence), political actions (dialogue and engagement through good offices) and civic engagement (creation of a protective environment). The approach will build on a broad range of protection tools such as community alert networks, community liaison officers, joint protection teams, mobile monitoring and response teams, joint assessment missions, and prosecution support cells. These efforts will be undertaken, in close cooperation with the United Nations country team and other relevant actors, to harmonize analysis, planning, execution, reporting, monitoring and evaluation of objectives and actions whose aim is to identify and reduce threats posed to civilians. The staffing requirements to support the comprehensive approach include strategic coordination and communication capacities at Mission headquarters, supported by appropriate coordination, crisis management, and analysis capacity in critical field offices. With these capabilities, the comprehensive approach will enable a stronger connection across strategic, operational and tactical levels so as to ensure a higher level of performance and accountability, and adequate responsiveness to protection needs, with the appropriate link to political engagement capacity at headquarters and field office levels.

21. Crucial to the comprehensive approach are civilian efforts aimed at preventing and mitigating threats to the protection of civilians. MONUSCO will enhance its political engagement with government authorities and the leadership of the security forces at the national and provincial levels, as well as with local administrators and community leaders, as a means of reminding them of their primary responsibility for the protection of civilians, particularly in the run-up to and during elections. The Mission's existing civilian-related tools, such as protection support through the International Security and Stabilization Support Strategy and community violence reduction programmes, will remain critical.

22. The Mission's limited resources and the increasing number of protection concerns mean that the Mission will not be able to be everywhere at once through static presence. MONUSCO will continue to complement static positions in key hotspots with an increased emphasis on protection through projection, which is meant to mitigate the impact of the Mission's reduction in presence while maintaining some capacity to prevent and respond through quick, flexible and mobile shorter-term deployments of uniformed and civilian elements. In this context, military, police and civilian personnel are expected to be more flexible, mobile and responsive to protection needs in communities. The main goal under this concept is to reduce the overall number of static bases and to use available troops and Force assets to project them in areas experiencing high levels of protection threats, through frequent standing combat deployments, whereby a larger proportion of the Force would be released for short-term dynamic intervention and for preventive action.

23. This increasing emphasis on protection through projection will have an impact as well on humanitarian access in certain areas. To mitigate the risk and facilitate humanitarian access, MONUSCO will strengthen its coordination with humanitarian actors, in full compliance with humanitarian principles, in order to continue to ensure humanitarian access in spite of the reduction of the Mission's static footprint.

24. To be successful, this approach will require a shift in the support structures and a number of key enablers. The strategic review highlighted the fact that MONUSCO will require the ability to address protection threats, including specific threats against women and girls, both in Kinshasa and in multiple locations anywhere in the country, on a scale comparable with that of its deployment in the Kasai region. The operational imperative to deploy rapidly will require improved heavy-lift and medium-lift air capabilities; improved intelligence and analysis through unarmed aerial systems and a geolocation threat analysis unit; and appropriate deployment kits for military and civilian teams on the ground.

Reduction of the threat posed by armed groups

25. Through a comprehensive approach, the Mission will continue to refine and implement tailored strategies against the priority armed groups identified by the strategic review, namely, the Forces démocratiques de libération du Rwanda (FDLR), the Allied Democratic Forces (ADF) and the Force de résistance patriotique de l'Ituri (FRPI). These tailored strategies bring together lines of effort involving improved information analysis, including on criminal networks with links to armed groups; engagement with national, provincial, local government authorities, community leaders and other influential actors; disarmament, demobilization, repatriation, resettlement and reintegration activities or support for national community leaders and other influential actors; disarmament initiatives complemented by community violence reduction projects; unilateral force operations; and where appropriate, joint operations with the Congolese armed forces, in strict compliance with the human rights due diligence policy. The overarching objective of these strategies is to minimize the impact of the activities of the armed group on the civilian population and reduce them to a level that can be managed by the Congolese security forces.

26. Given the continuing proliferation of community-based militia groups, the Mission will pursue a comprehensive response to these groups, backed by integrated analysis and including high-level engagement with the Congolese authorities at the national and provincial levels, as well as community engagement at the local level, with a view to mitigating the impact of those groups. As military operations alone are unlikely to be effective against them, efforts will therefore focus on prevention and pre-emption of protection threats.

Human rights monitoring and the fight against impunity

27. In a context of shrinking political space, the United Nations Joint Human Rights Office will continue to monitor, investigate, and report, and advocate on human rights, and report publicly on progress and continuing challenges. The Mission will continue senior-level advocacy with government officials and the leadership of national security institutions on the promotion of respect for human rights, and to further implement United Nations action plans aimed at ending and preventing sexual violence and child recruitment. The Joint Human Rights Office, in close collaboration with the Child Protection Section and the Senior Gender Affairs Officer, will continue to advocate for accountability for grave human rights violations and conflict-related sexual violence, including through support for mobile courts and participation in joint investigation teams. In its fight against impunity efforts, MONUSCO's support to the military justice system through the prosecution support cells in a number of locations will remain critical. In the 2018/19 period, the corrections efforts of MONUSCO will be reoriented away from longer-term capacity-building and focus instead on securing 10 high-risk prisons. This is deemed to be critical to protection of civilians given the spate of prison breaks through 2017, which have had a negative impact on the protection of civilians following the escape of key high-value prisoners, including leaders of armed groups.

28. Alongside the emphasis on efforts outlined above to advance the two key priorities of MONUSCO, the Mission will reduce its support to the maintenance of the Government's national disarmament, demobilization and reintegration programme camps, as the Mission's efforts will now focus on community violence reduction projects targeted at ex-combatants, youth at risk, and communities, as part of the comprehensive approach to protection. The Mission will continue to support FDLR voluntary disarmament process camps, in the absence of a political solution for repatriation, but is currently redoubling its efforts to secure long-term solutions in close coordination with the region and the Special Envoy of the Secretary-General for the Great Lakes Region. Along similar lines, the Mission will shift away from long-term institution-building efforts. While the Mission's security sector reform efforts will be reduced, an analytical and advisory capacity will be maintained in support of political engagement. The Mission will also focus its corrections reform efforts on support to securing high-risk prisons within an increasingly limited number of areas, and will refocus its justice support efforts away from institution-building and towards prosecution support cells, which have a direct impact on the fight against impunity and the protection of civilians.

Mission initiatives and support

29. During the 2018/19 period, Mission support will be carried out on three fronts, through capitalizing on efficiencies achieved in the 2017/18 period; serving as a key enabler of the strategic review; and providing rapid, effective, efficient and responsible services for the Mission. It will be guided by corporate directives such as the implementation of the new support structure and the supply chain management strategy. Since the supply chain will be at the core of the Mission's services, mission support will capitalize on investments made at the Entebbe Support Base to establish it as a primary logistics hub. In line with the Secretary-General's directive to reduce air transport costs,[1] the Mission will implement the recommendations of the recently concluded review of air assets and reduce its fleet from 42 to 39 aircraft. Mission support will build on efforts undertaken in the 2017/18 period to implement measures meant to streamline regular flight schedules, limit in-Mission passenger movement and carriage of non-Mission personnel and to improve serviceability and utilization of air assets. The Mission will also continue to operate United Nations-owned vehicles and will embrace more environmentally friendly practices in fleet operations and management in line with the global policy on the transition of the Mission's vehicle fleet by applying the revised vehicles' allocation ceiling. While the Mission will continue to maintain a total of 158 mission sites in 22 locations, it has not planned for any major infrastructure investments in the 2018/19 period. The Mission will also advance the implementation of the five pillars of the mission-wide environmental action plan in line with the environment strategy. This will ensure that the Mission has appropriate waste management and disposal systems, and that existing hygiene and water sanitation plan facilities are upgraded. The Mission will also adhere to the guidance on movement of goods and services, the monitoring of fuel usage in both United Nations- and contingent-owned equipment, and the allocation of communication and information technology devices.

30. The proposed Mission civilian staffing establishment would comprise 3,720 personnel, including 854 international staff, 2,357 national staff, 419 United Nations Volunteers and 90 government-provided personnel, representing an overall decrease of 246 posts. The organizational structure by components, as set out in figure I below, reflects the changes in the structure of results-based budgeting, with the discontinuation of component 3 resulting in the proposed realignment of the Peace,

[1] See UN News, 20 April 2017, available at https://news.un.org/en/story/2017/04/555722-un-seeks-more-cost-effective-flight-logistics-peacekeeping-political-missions.

Security and Cooperation Framework Unit and the Security Sector Reform Unit from component 3 to component 1; the realignment of the Disarmament, Demobilization and Reintegration Section, the Stabilization Support Unit and the Justice and Corrections Section from component 3 to component 2; and the realignment of the Board of Inquiry Unit from support to executive direction and management. It is proposed to reduce the staffing by 246 posts (39 international and 207 national). This reduction is the net effect of the abolition of 304 posts (56 international, 240 national staff and 8 United Nations Volunteer), the establishment of 58 posts (24 international, 26 national staff and 8 United Nations Volunteer) and the nationalization of 7 posts (conversion of 3 P-3 and 4 Field Service posts to 4 National Professional Officer and 3 national General Service posts).

31. Following the adoption by the General Assembly of resolution 71/301, in which the Assembly decided to appropriate an amount of $1,141,848,100 for the maintenance of the Mission, a 7.5 per cent decrease compared with the proposed budget, the Mission undertook to identify those functions that were of least strategic importance to the Mission's realigned priorities, taking into account the priority tasks mandated by the Security Council in its resolution 2348 (2017) and the 2016 civilian staffing review. Redundancies and overlaps of functions, as well as the potential for outsourcing, were also taken into consideration. Following the endorsement of this comprehensive staffing review by the Mission leadership team, a total of 171 posts were frozen in the 2017/18 period and are proposed for abolition in the 2018/19 period.

32. During the 2018/19 period, MONUSCO proposes to reorganize its mission support in line with the harmonization of mission support structures in field missions. This will provide end-to-end service in field support areas, integrate units at multiple levels and signify the recognition of the importance of client servicing and orientation. The implementation will focus on supply chain and service delivery management and the implementation of an environmental strategy. To this end, the Director of Mission Support will be supported by three pillars, Operations and Resources Management, Supply Chain Management and Service Delivery Management, each to be headed by a Chief at the D-1 level. Posts and functions needed in the new support structure will be redeployed or reassigned from within the Mission staffing complement to the respective pillars to reflect the new reporting lines.

33. The estimated resource requirements for the maintenance and operation of the Mission for the 2018/19 financial period amount to $1,153,468,800, an increase of $11,620,700, or 1.0 per cent, compared with the approved budget for 2017/18 of $1,141,848,100. The estimates for the 2018/19 period reflect increased requirements with respect to operational costs as a result of changes in the composition of the rotary-wing fleet to tailor its composition to military operating requirements; an increase in jet fuel consumption due to the addition of two heavy cargo aircraft to support the increased mobility needs of the Force; the replacement of aged prefabricated buildings; the acquisition of 11 standing combat deployment kits to ensure greater Force mobility; the replacement of worn-out and aged tents to enable support of rapid military deployments in accordance with the military concept of protection-through-projection operations; the replacement of aged prefabricated ablution units; additional construction projects; and increased requirements under freight for the provision of logistical support for protection-through-projection operations, which require a high level of mobility of the Force and the integrated engagement teams for responding to threats to civilians. The overall increase in resources requirements is offset in part by decreased requirements with respect to (a) military and police personnel as a result of (i) a lower provision for freight, since a lower amount of contingent-owned equipment is expected to be deployed, repatriated or rotated; (ii) reduced requirements for contingent-owned equipment: major equipment due to a higher weighted average non-deployment factor and the

repatriation of an infantry battalion and a signal intelligence unit in the 2017/18 period; and (iii) lower requirements for travel of troops due to the lower estimated average cost of a round trip; and (b) civilian personnel as a result of the net abolition of 246 posts (39 international and 207 national).

C. Regional mission cooperation

34. MONUSCO will continue to coordinate closely with the Office of the Special Envoy of the Secretary-General for the Great Lakes Region to enhance United Nations engagement in the region, advocating for increased involvement in the political and electoral process as related to the Democratic Republic of the Congo, as well as the implementation of the 31 December 2016 agreement, notably with regard to the African Union; the Southern African Development Community (SADC); the International Conference on the Great Lakes Region; the Economic Community of Central African States (ECCAS); signatories of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region; and countries with strong bilateral relations with the Democratic Republic of the Congo.

35. The continued engagement with regional organizations will remain important with regard to accelerating efforts to neutralize armed groups, such as FDLR and ADF, the repatriation of ex-combatants of the Mouvement du 23 mars (M23), and achieving tangible progress towards the holding of free, fair and credible elections within the framework of the 31 December 2016 agreement. This regional engagement also includes the active monitoring of regional commitments undertaken by the signatories of the framework, in close coordination with the Office of the Special Envoy of the Secretary-General for the Great Lakes Region.

36. MONUSCO will continue to work closely with other peacekeeping operations. The Entebbe Support Base is one of the main logistic hubs used by MONUSCO for the transit of troops and police as well as goods entering eastern Democratic Republic of the Congo. The Director of Supply Chain Management, which is located at the Base, also assumes the responsibilities of Head of the Base. The Entebbe Support Base hosts the Regional Service Centre in Entebbe, Uganda, the regional procurement office, the civilian predeployment training team, the regional ombudsman, United Nations Mission in South Sudan (UNMISS) movement control, the Office of Internal Oversight Services, the United Nations Interim Security Force for Abyei (UNISFA), the liaison office of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) and the United Nations Mine Action Coordination Centre. The Mission provides logistical support which includes utilities, fuel, aviation and passenger services, maintenance of premises, maintenance of vehicles and other transportation services, security services, general supplies on a cost-reimbursable basis based on the number of staff of each organization's presence in the Entebbe Support Base.

37. The Regional Service Centre in Entebbe will continue to provide its client missions with regional support in the areas of onboarding and separation, benefits and payroll, vendor payments, entitlement and official travel, claims processing (including of education grants and reimbursement for mission-related travel), cashier services, training and conference services, transport and movement control and information technology services.

D. Partnerships, country team coordination and integrated missions

38. In line with the recommendations of the strategic review, and with a view to advancing the political process and ensuring a peaceful transition of power,

MONUSCO will enhance its good offices engagement with key regional actors and United Nations country team members, including the African Union, the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, the International Organization of la Francophonie, in support of strategic engagement with the Government and other relevant actors on the creation of conditions conducive to peaceful, credible and transparent elections.

39. The Mission will also work with the country team, the Office of the Special Envoy of the Secretary-General for the Great Lakes Region and regional partners in advocating for national and regional progress towards achieving the Peace, Security and Cooperation Framework commitments. In accordance with the strategic review, support to the implementation of national commitments under the Peace, Security and Cooperation Framework of the Democratic Republic of the Congo, and to the national oversight mechanism of the Framework will be transferred to the United Nations country team by the 2018/19 period. Meanwhile, MONUSCO will support follow-up to regional commitments, in close coordination with the Office of the Special Envoy of the Secretary-General for the Great Lakes Region. The Mission is also engaging more robustly with the Office of the Special Envoy and regional partners, with a view to identifying sustainable solutions with respect to the situation of disarmed FDLR ex-combatants who are awaiting repatriation in three voluntary disarmament process camps in the Democratic Republic of the Congo.

40. The Mission will continue to deepen its collaboration with the United Nations country team, building on the work of four joint task forces established in the 2017/18 period, which focus on (a) reintegration of ex-combatants; (b) finding durable solutions with respect to the situations of refugees and internally displaced persons; (c) root causes of conflict; and (d) justice, gender and human rights. The elements of the joint action plans developed by these task forces will constitute the initial basis for transition plans in these areas. The close collaboration between the United Nations Children's Fund (UNICEF) and MONUSCO regarding child protection activities will continue, with the Mission being responsible for tasks related to the six grave violations against children, and engagement with armed groups in advocating for the separation of children, and with UNICEF being responsible for support to victims and capacity-building of Congolese actors.

41. MONUSCO will also continue its collaboration with the United Nations Development Programme (UNDP), which manages the Projet d'appui au cycle électoral au Congo (PACEC), in support of the electoral process. This collaboration, like the provision of support to the voter registry update in the 2016/17 period, will be based on complementarity, following an agreement on the division of responsibilities among MONUSCO, UNDP and the Independent National Electoral Commission.

42. MONUSCO will also continue its coordination role in support of the international security and stabilization strategy. The strategy, which implements programmes in key priority zones, is funded entirely by donors, and implemented by country team partners and non-governmental organizations. With a view to ensuring the longevity of this critical multi-stakeholder strategy, MONUSCO will begin planning with UNDP the transition of the coordination role to the country team, in line with the strategic review.

E. Results-based-budgeting frameworks

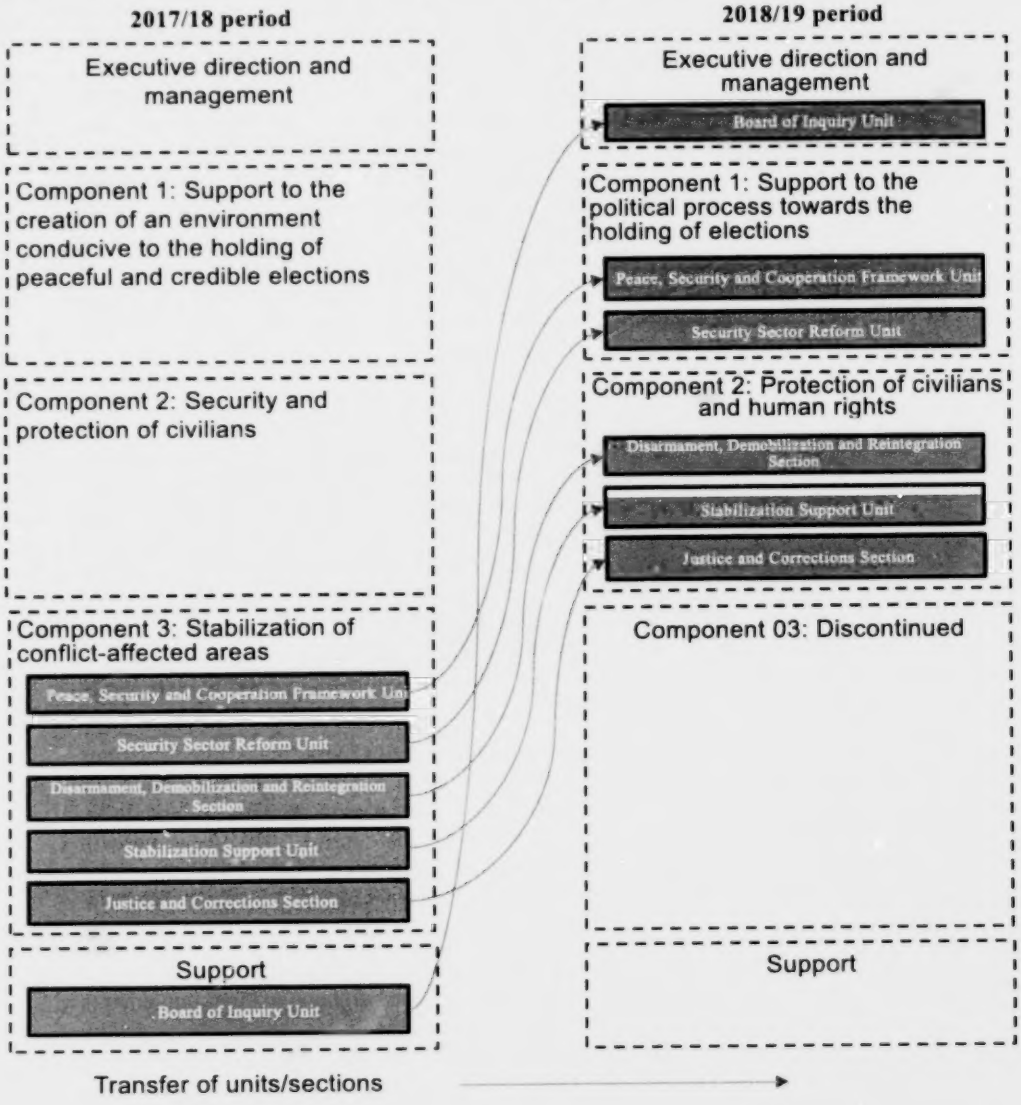
43. With a view to facilitating the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been

identified. Definitions of the terms used in this regard are contained in annex I.A of the present report.

44. As noted in paragraph 30 above, figure I below displays changes in the organizational structure of MONUSCO by components of results-based budgeting.

Figure I

Changes in the organizational structure of MONUSCO by components


2017/18 period
Executive direction and management
Component 1: Support to the creation of an environment conducive to the holding of peaceful and credible elections
Component 2: Security and protection of civilians
Component 3: Stabilization of conflict-affected areas
Peace, Security and Cooperation Framework Unit
Security Sector Reform Unit
Disarmament, Demobilization and Reintegration Section
Stabilization Support Unit
Justice and Corrections Section
Support
Board of Inquiry Unit
2018/19 period
Executive direction and management
Board of Inquiry Unit
Component 1: Support to the political process towards the holding of elections
Peace, Security and Cooperation Framework Unit
Security Sector Reform Unit
Component 2: Protection of civilians and human rights
Disarmament, Demobilization and Reintegration Section
Stabilization Support Unit
Justice and Corrections Section
Component 03: Discontinued
Support
Transfer of units/sections

Realignment of the organizational structure of the Mission

45. The Mission has reorganized its components to align them with the priorities outlined in the strategic review.

Executive direction and management

46. Overall mission direction and management are to be provided by the Office of the Special Representative of the Secretary-General. The proposed staffing complement is set out in table 1.

Table 1
Human resources: executive direction and management

	International staff								
	USG–ASG	*D-2–D-1*	*P-5–P-4*	*P-3–P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General									
Approved posts 2017/18	1	–	1	1	2	**5**	5	1	**11**
Proposed posts 2018/19	1	–	2	–	2	**5**	5	–	**10**
Net change	–	–	**1**	**(1)**	–	–	–	**(1)**	**(1)**
Office of the Chief of Staff									
Approved posts 2017/18	–	1	13	19	6	**39**	23	8	**70**
Proposed posts 2018/19	–	1	16	29	6	**52**	38	9	**99**
Net change	–	–	**3**	**10**	–	**13**	**15**	**1**	**29**
Office of the Deputy Special Representative of the Secretary-General (Protection and Operations)									
Approved posts 2017/18	1	1	4	3	3	**12**	7	1	**20**
Proposed posts 2018/19	1	1	4	2	3	**11**	7	1	**19**
Net change	–	–	–	**(1)**	–	**(1)**	–	–	**(1)**
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)									
Approved posts 2017/18	1	1	4	–	3	**9**	4	1	**14**
Proposed posts 2018/19	1	1	3	2	3	**10**	10	1	**21**
Net change	–	–	**(1)**	**2**	–	**1**	**6**	–	**7**
Gender Affairs Unit									
Approved posts 2017/18	–	–	2	1	1	**4**	5	4	**13**
Proposed posts 2018/19	–	–	1	2	–	**3**	6	4	**13**
Net change	–	–	**(1)**	**1**	**(1)**	**(1)**	**1**	–	–
Heads of Liaison Offices									
Approved posts 2017/18	–	–	2	–	2	**4**	3	–	**7**
Proposed posts 2018/19	–	–	–	–	–	–	–	–	–
Net change	–	–	**(2)**	–	**(2)**	**(4)**	**(3)**	–	**(7)**

	International staff						National staff[a]	United Nations Volunteers	Total
	USG ASG	D-2 D-1	P-5 P-4	P-3 P-2	Field Service	Subtotal			
Heads of Field Offices									
Approved posts 2017/18	–	3	6	–	6	**15**	7	–	**22**
Proposed posts 2018/19	–	4	8	–	3	**15**	10	–	**25**
Net change	**–**	**1**	**2**	**–**	**(3)**	**–**	**3**	**–**	**3**
Total									
Approved posts 2017/18	3	6	32	24	23	**88**	54	15	**157**
Proposed posts 2018/19	3	7	34	35	17	**96**	76	15	**187**
Net change		**1**	**2**	**11**	**(6)**	**8**	**22**	**–**	**30**

[a] Includes National Professional Officers and national General Service staff.

Office of the Special Representative of the Secretary-General

International staff: no net change (abolition of 1 post at the P-3 level and establishment of 1 post at the P-5 level)

United Nations Volunteers: decrease of 1 position (abolition of 1 position of United Nations Volunteer)

47. It is proposed to establish one post of Victims' Rights Advocate (P-5). The Secretary-General, in his report entitled "Special measures for protection from sexual exploitation and abuse: a new approach" (A/71/818 and Corr.1), committed that the United Nations would put the rights and dignity of victims at the forefront of its efforts to prevent and respond to sexual exploitation and abuse. In the context of his strategy to improve the Organization's system-wide approach to preventing and responding to sexual exploitation and abuse, the Secretary-General indicated that he would appoint Victims' Rights Advocates, one in each of the four peacekeeping operations where the highest numbers of cases of sexual exploitation and abuse are reported, including MONUSCO, to advocate for victims' rights at the field level, and support the work of the strategic-level Victims' Rights Advocate based at United Nations Headquarters. The Victims' Rights Advocate, who will act as the main point of contact for all victims and their families, will implement the strategic vision of the Secretary-General within MONUSCO, and will build on existing mandates and responsibilities of United Nations-system actors that work closely with victims and their families, including those with responsibilities for the provision of assistance and support to victims of sexual exploitation and abuse. The victims' rights advocate in the field will develop policies, procedures and programmes designed to maintain direct and regular contact with the victims and assist them in gaining access to judicial redress and in receiving regular feedback on the status of their cases, drawing on existing expertise in missions and United Nations country teams.

48. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish one post of Political Affairs Officer (P-3).

49. It is proposed to abolish one position of Administrative Assistant (United Nations Volunteer), as sufficient administrative capacity remains in the office to provide the requisite support to the Special Representative of the Secretary-General in the discharge of the Special Representative's duties.

Office of the Chief of Staff

Joint Mission Analysis Centre

International staff: increase of 4 posts (establishment of 4 posts at the P-3 level)

National staff: increase of 6 posts (establishment of 6 posts at the National Professional Officer level)

50. It is proposed to establish 10 posts of Information Analyst (4 P-3 and 6 National Professional Officer). In line with the Mission reconfiguration and consolidation, the Joint Mission Analysis Centre is adapting to the Mission footprint in order to better support situational awareness and information gathering and intelligence activities at the field level. During the 2016/17 period, 32 new armed groups have emerged, bringing the total number to 127. The analytical focus of the Joint Mission Analysis Centre will therefore require dedicated capacities for the analysis of specific threats and across large geographical areas. Since many of the armed groups have an affiliation to an ethnic group, often with localized agendas, a high level of granularity as regards achieving an understanding of these dynamics will be necessary. Given the strong focus and priority given to the consolidation of peace and democratic institutions, and the political and security risks for stability associated with the elections, the Centre would require 10 posts of Information Analyst to be deployed to Bunia, Beni, Goma, Kalemie and Kananga in order to boost the Mission's intelligence capacities, thus enabling the Mission to anticipate threats to civilians and implement its mandate in a timely and efficient manner. The Information Analysts would provide high-quality analysis and verified information to support the planning and decision-making process conducted by the Mission leadership and heads of field offices, and generate actionable intelligence on armed groups in support of kinetic operations by the Force component of the Mission. Furthermore, the analytical products will help to strengthen the capacity of MONUSCO to anticipate threats as well as risks for widespread violence, with a view to preventing and reacting in a timely manner. With additional capacity, the Joint Mission Analysis Centre will also be better equipped to develop and maintain networks of key informants in at-risk areas.

Joint Operations Centre

International staff: increase of 6 posts (establishment of 5 posts at the P-3 level and redeployment of 1 post at the P-2 level from the Strategic Planning Cell)

51. It is proposed to establish five posts of Joint Operations Officer (P-3). There is currently no dedicated capacity at the field level to carry out the functions of the Joint Operations Centre, namely, reporting, crisis management and operational coordination. Although other staff have partly covered the functions, the quality of reporting from field offices particularly during crises remains inconsistent. The assignment of Joint Operations Officers in five field offices in Goma, Beni, Bunia, Kalemie and Bukavu would improve the quality, timeliness and consistency of field-level reporting.

52. It is proposed to redeploy one post of Joint Operations Officer (P-2) from the Strategic Planning Cell to cover functions of the Joint Operations Centre in the Kananga field office. During the crisis in the Kasais, a post was temporarily redeployed from Kinshasa to Kananga. In view of the positive results of having a Joint Operations Officer in field offices, it is proposed to permanently assign an Officer in Kananga through the redeployment of a post from the Strategic Planning Cell.

53. The Joint Operations Officers will provide the mission leadership with a 24/7 situational overview of political, human rights, humanitarian, operational and

stabilization activities in the area of operations; prepare consolidated reports, including daily integrated situation reports and special incident reports, based on inputs received from sections and mission components and other relevant sources; monitor actions taken by intergovernmental groups, United Nations organizations, government and non-governmental organizations, collating and disseminating information of immediate operational interest within the area of operations; draft and release approved flash reports and associated updates; coordinate the field office response team in time of crises; and coordinate the operation of the tactical operations centre at the field level.

Strategic Planning Cell

International staff: decrease of 1 post (redeployment of 1 post at the P-2 level to the Joint Operations Centre)

54. It is proposed to redeploy one post of Joint Operations Officer to the Joint Operations Centre (P-2). Following a review of the staffing of the Strategic Planning Cell, it was determined that the post incumbent would be more useful in the Joint Operations Centre (see para. 53 directly above).

Protocol Unit

National staff: increase of 1 post (establishment of 1 post at the National Professional Officer level)

55. It is proposed to establish one post of Protocol Officer (National Professional Officer). During the 2017/18 period, there has been an increase in the good offices efforts of the Mission's senior officials in the context of the electoral process. The role of the Protocol Unit is to support the Mission's leadership in its engagements with state authorities and diplomatic missions based in the Democratic Republic of the Congo. Accordingly, the Protocol Unit has experienced an increasing workload which is expected to continue through the 2018/19 period. The Protocol Officer will support visits to the Mission by representatives of Member States and senior United Nations officials by ensuring their smooth entry into the country; facilitating booking arrangements; and liaising with Congolese authorities and diplomatic representatives in Kinshasa.

Comprehensive Approach Coordination Section

International staff: increase of 4 posts (establishment of 3 posts (1 P-5 and 2 P-4) and redeployment of 1 post at the P-3 level from the Office of Public Information)

National staff: increase of 8 posts (establishment of 5 posts at the national General Service level and redeployment of 3 posts at the national General Service level from Radio Okapi)

United Nations Volunteers: increase of 1 position (establishment of 1 position of United Nations Volunteer)

56. It is proposed to establish the Comprehensive Approach Coordination Section, to be staffed by the establishment of one Senior Coordination Officer (P-5), one Programme Officer (P-4), one Communications Officer (P-4), five Public Information Assistants (national General Service) and one Programme Officer (United Nations Volunteer) and by the redeployment from the Office of Public Information of one Communications Officer (P-3) and three Public Information Assistants (national General Service).

57. The strategic review report endorsed the Mission's comprehensive approach to the protection of civilians and recommended that the Mission continue the

implementation of that approach in areas affected by conflict, as well as within the context of elections. The comprehensive approach entails integrated strategies and plans connecting the various dimensions of protection of civilians. These dimensions include political solutions, conflict de-escalation and mitigation measures, military operations, community policing, human rights monitoring and reporting, the fight against impunity, and community violence reduction. The comprehensive approach also requires the strengthening of existing protection tools such as community alert networks, joint protection teams, joint assessment missions, and mitigation measures during military operations.

58. To ensure a seamless support to the Mission's leadership in the implementation of the comprehensive approach, the Mission proposes to establish a Comprehensive Approach Coordination Section under the Office of the Chief of Staff. The Section will (a) provide recommendations on political tracks to be pursued in addition to any military or civic engagement initiatives; (b) outline needs in terms of community-level engagement, mediation or dialogue, where applicable, the aim of such initiatives being to defuse tensions and provide inclusive frameworks for addressing root causes and long-term conflict resolution; (c) recommend broad lines for military engagement or offensive operations where applicable; (d) also recommend broad lines of action required for human rights investigation and the fight against impunity; and (e) identify actions to be taken to ensure effective communication. These actions include engagement with key leaders, outreach and proactive communication including through social media. The intent of strategic communications is to inform and educate relevant audiences on issues at stake; influence, disrupt and assume control over the decision-making of target audiences; and persuade or influence "opposing" individuals.

59. The Senior Coordination Officer would lead the unit and advise the Mission leadership team on planning and coordination of the comprehensive approach. The Programme Officer (P-4) would ensure the effective implementation of the strategies and accountability mechanisms for protection of civilians. The Programme Officer (United Nations Volunteer) would support the effective implementation of the comprehensive approach. The Public Information Officer (P-4) would head the strategic communication cell dedicated to key leader engagement to advance the implementation of actions related to protection of civilians as well as day-to-day communication on protection of civilians, in close coordination with the Department of Public Information. The Public Information Officer (P-3) would focus on social media communication. The Public Information Assistants would be dedicated to 24-hour social media monitoring and response.

Office of the Deputy Special Representative of the Secretary-General (Protection and Operations)

International staff: decrease of 1 post (abolition of 1 post at the P-3 level)

60. It is proposed to abolish one post of Operations Officer (P-3). Following the departure of the last incumbent and the reorganization of the front office of the Deputy Special Representative of the Secretary-General (Protection and Operations), it has been determined that the Office could effectively support the Deputy Special Representative of the Secretary-General without the post of Operations Officer.

Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

International staff: net increase of 1 post (abolition of 1 post at the P-4 level and redeployment of 2 posts (1 P-3 and 1 P-2) from the Peace, Security and Cooperation Framework Unit)

National staff: increase of 6 posts (redeployment of 5 posts (2 National Professional Officer and 3 national General Service) from the Peace, Security and Cooperation Framework Unit and of 1 post at the national General Service level from the Office of Supply Chain Management)

61. It is proposed to abolish one post of Disarmament, Demobilization and Reintegration Officer (P-4). The functions of the post were to coordinate the reintegration efforts of the Government's disarmament, demobilization and reintegration programme with the United Nations country team. With the increased focus on community violence reduction, this post is no longer needed.

62. It is proposed to inwardly redeploy one post of Driver (national General Service) from the Office of Supply Chain Management.

63. It is proposed to inwardly redeploy one post of Civil Affairs Officer (P-3), one post of Associate Political Affairs Officer (P-2), two posts of Civil Affairs Officer (National Professional Officer), two posts of Administrative Assistant (national General Service) and one post of Team Assistant (national General Service) from the Peace, Security and Cooperation Framework Unit following a functional analysis of priority mandated tasks and in line with the recommendations of the strategic review. The Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator), who ensures consistency and coherence of United Nations work in the Democratic Republic of the Congo, is engaged in key areas related to the consolidation of the nascent democratic order, stabilization and development and serves as a bridge between various national and international actors including the United Nations country team, the humanitarian team and the international donor community). The importance of the Deputy Special Representative is accentuated in the context of transition and eventual exit of MONUSCO through her providing interconnections between peacekeeping, stabilization, humanitarian activities and development.

64. The Civil Affairs Officer (P-3) will provide analysis and advice on issues related to peace, security and development and will support the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) in ensuring effective coordination with the United Nations country team; maintaining appropriate linkages with the wider humanitarian community; overseeing the United Nations integrated electoral support team; and organizing the transfer of functions to the United Nations country team on issues related to peace, security and support for strategic initiatives on conflict prevention. The Associate Political Affairs Officer (P-2) will ensure quality control of reports and establish monitoring and evaluation mechanisms for increased synergies with the country team related to the Mission's activities and plans. The Civil Affairs Officers (National Professional Officer) will support civil society engagement during the electoral process; enhance the dialogue between civil society at the state level and various partners for the promotion of good governance; and provide technical assistance to the United Nations country team in its support of the national commitments under the Peace, Security and Cooperation Framework. The team will be supported by two Administrative Assistants (national General Service) and one Team Assistant (national General Service).

Gender Affairs Unit

International staff: decrease of 1 post (reclassification of 1 post at the P-4 level to the P-3 level and conversion of 1 post at the Field Service level to the National Professional Officer level)

National staff: increase of 1 post (establishment of 1 post at the National Professional Officer level, conversion of 1 post at the Field Service level to National Professional Officer level and redeployment of 1 post at the National Professional Officer level to the Joint Human Rights Office)

United Nations Volunteers: no net change (establishment of 3 positions of United Nations Volunteer and redeployment of 3 positions of United Nations Volunteers to the Joint Human Rights Office)

65. It is proposed to reclassify the post of Gender Affairs Officer from P-4 to P-3. The Gender Affairs Officer (P-3) will be located in the Kananga field office and will work on the development of gender markers and on monitoring gender-responsiveness within the mission. A Gender Affairs Officer at the P-3 level would have the requisite skills for developing gender markers for use at the field level.

66. It is proposed to convert one post of Administrative Assistant (Field Service) to that of Gender Affairs Officer (National Professional Officer) based in Kinshasa: The Gender Affairs Officer, who is required to be fluent in the Lingala language, will be in charge of outreach to urban youth, in particular young women in Kinshasa, to maximize their contribution as peacebuilders and peace brokers among their male counterparts across Kinshasa neighbourhoods.

67. It is proposed to redeploy four posts of Protection Coordination Officer (formerly called a Women's Protection Adviser): one National Professional Officer and three United Nations Volunteers to the Joint Human Rights Office, in line with the recommendations of the High-level Independent Panel on Peace Operations which recommended that protection mandates be consolidated to effectively address sexual violence.

68. It is proposed to establish one post of Gender Officer (National Professional Officer) and three positions of Gender Officers (United Nations Volunteers) to support the new gender strategy which includes (a) strengthening accountability for gender responsiveness across priority functions and components through the use of gender markers; (b) building capacity on gender responsiveness of all mission staff, managers and strategic partners, including the leadership of the army and the national police; (c) strengthening the good offices of the Special Representative of the Secretary-General to increase women's political participation; and (d) improving gender parity in line with the system-wide strategy on gender parity.

69. The Gender Monitoring and Reporting Officer (United Nations Volunteer) based in Kinshasa will help monitor the roll-out of gender markers; follow up on the scores received by each section based on gender-sensitive indicators and markers; measure, monitor and report on the state of gender-responsiveness across the civilian, Force and police components; and support the Senior Gender Adviser in her strategic guidance of Mission leadership towards ensuring accountability for gender-mandated objectives. The Gender Officer (United Nations Volunteer) based in Kinshasa will support the gender mandate of the electoral team and the good offices of the Mission leadership with regard to a higher level of representation of women in the upcoming elections in the Democratic Republic of the Congo; assist the Senior Gender Adviser in establishing and building capacity of women and youth to operate three women electoral situation rooms across the country; win male support through mass media and campaigns; and track, report on and help mitigate electoral violence and

discrimination against women as voters and as candidates. The Gender Parity Officer (United Nations Volunteer) based in Kinshasa will support the roll-out of the gender parity strategy and monitor and report on its advancement. The Gender Officer (National Professional Officer) based in Goma will roll out the Mission's strategy on gender markers, review proposals on community violence reduction, and mainstream gender perspectives in activities related to elections and protection of civilians.

Heads of Liaison Offices

International staff: decrease of 4 posts (abolition of 4 posts (1 P-5, 1 P-4 and 2 Field Service))

National staff: decrease of 3 posts (abolition of 3 posts at the national General Service level)

70. It is proposed to abolish one post of Senior Political Affairs Officer (P-5), one post of Political Affairs Officer (P-4), two posts of Administrative Assistant (Field Service), one post of Language Assistant (national General Service) and two posts of Administrative Assistant (national General Service) in the Kampala and Kigali liaison offices. Based on the civilian staffing review conducted in 2016, it was recommended that the substantive presence of MONUSCO in the Kampala and Kigali liaison offices be reconsidered, with a view to limiting representation to protocol and streamlining functions. A subsequent review of both offices revealed a limited use by the Mission of the political analysis generated in the two offices while confirming the continuous need of logistics support related to official visits and troop rotations. It is therefore proposed to abolish the substantive component of the two liaison offices.

Heads of Field Offices

International staff: no net change (establishment of 3 posts (1 D-1 and 2 P-4) and conversion of 3 posts at the Field Service level to the national General Service level))

National staff: increase of 3 posts (conversion of 3 posts at the Field Service level to the national General Service level)

71. It is proposed to establish one D-1 post of Head of Office in Kananga) to oversee MONUSCO operations in the Kasai region which covers the five provinces of Kasai, Kasai Central, Kasai Oriental, Lomani and Sankuru. Following the outbreak of violence in the Kasai region in August 2016, MONUSCO quickly reinforced its presence in Kananga (Kasai Central), upgrading the office from an antenna to a full-fledged office and established a presence in Tshikapa (Kasai). Those two provinces are the most affected by the ongoing violence perpetrated by Kamuina Nsapu militia and state security forces. MONUSCO was able to react quickly to the crisis by redeploying resources from other field offices. In this regard, the Head of Office (D-1) in Bunia was temporarily moved to the Kasai region.

72. While protection concerns are still high in Bunia owing to activities of FRPI, it is anticipated that the crisis in the Kasai region will continue to require the presence of MONUSCO through the 2018/19 period, particularly as the Kasai region is a stronghold of the opposition and is likely to remain agitated during the electoral process. The Mission therefore proposes to maintain its current presence in the Kasai provinces until ongoing conflict mitigation and de-escalation efforts lead to a reduced level of violence against civilians. At the same time, the Mission intends to keep the Head of Office in Bunia at his D-1 level to ensure the effective coordination of the ongoing comprehensive strategy against FRPI.

73. It is also proposed to establish one post of Political Affairs Officer (P-4) to head the new Tshikapa sub-office. That Officer will coordinate the Mission's efforts in Kasai province, an area that was the most affected by the outbreak of violence in

2016. The region is still affected by rampant human rights violations, significant threats to civilians and inter-community tensions. In the context of comprehensive approach to protection of civilians, the head of sub-office Tshikapa will provide leadership to ensure engagement with provincial authorities as well as a coordinated implementation of mandated activities, including conflict resolution mechanisms and the expansion of the community alert network in Kasai province to ensure that all components respond adequately to protection needs.

74. It is proposed to create one post of Head of Mobile Monitoring and Response Team (P-4) based in Kinshasa. The strategic review report endorsed the Mission's comprehensive approach to the protection of civilians and recommended that the mission use mobile monitoring and response teams to respond to threats or investigate events, particularly in areas where the Mission's presence is limited, such as western Democratic Republic of the Congo. The teams would gather information, establish political contacts, conduct investigations as necessary and report back to the Mission leadership on recommendations for further action and engagement.

75. It is proposed to convert three posts of Administrative Assistant (Field Service) to three posts of Administrative Assistant (national General Service) in offices where it has been determined that the administrative functions can be adequately performed by national staff. This is in line with the Mission's strategy to nationalize posts whenever possible in order to transfer capacity to national counterparts.

Component 1: support to the political process towards the holding of elections

76. The strategic review noted that without progress in the implementation of the 31 December agreement leading to the holding of elections, the security, human rights and humanitarian situation in the Democratic Republic of the Congo is likely to deteriorate further, with potentially grave consequences for the stability of the country and the region. As described in the framework below, the Mission's key priority in the 2018/19 period is to support the political process towards the holding of credible and peaceful elections. This will be accomplished through a broad range of efforts, including good offices involving regional organizations and actors at national and provincial levels, and facilitation of dialogue; effective strategic communications on the political process to inform the general public on progress and challenges of the electoral process; the promotion and protection of human rights and fundamental freedoms; maintenance of political space; the advancement of the electoral process; the prevention of violence in the electoral context; and engagement with local communities and civil society to encourage broad participation and engagement, particularly of women. The Mission will focus its efforts on ensuring that the framework for the management of the transitional period is implemented on the basis of respect for the Congolese constitution, that an inclusive political environment conducive to the holding of elections is established and that a credible electoral process can unfold in a peaceful manner. Together with the Mission's continuous engagement with respect to advancing sustainable progress on the protection of civilians, including through prevention, these efforts will contribute to ensuring sustainable and inclusive peace and stability in the Democratic Republic of the Congo.

77. Key to moving the political process forward towards elections and a peaceful transition of power are ongoing dialogue and engagement among Congolese stakeholders. In this regard, MONUSCO will continue its good offices efforts in support of the advancement of the political process on the basis of agreed principles and in accordance with the constitution of the Democratic Republic of the Congo. Through political engagement at the national, provincial and local levels with key political, civil society and community stakeholders, MONUSCO will promote an inclusive dialogue, including promotion of increased representation and participation

of women and youth in political and electoral processes. The Mission will also work towards ensuring the provision of adequate political space and the protection of human rights and fundamental freedoms for all stakeholders. To this end, the Mission will support the implementation of confidence-building measures, respect for human rights and fundamental freedoms (including freedom of opinion, expression and peaceful assembly) and equitable access to media. In support of these, the Mission will engage with state authorities, the National Human Rights Commission, the Independent National Electoral Commission, the High Council for Media, political parties, religious networks, civil society and local communities.

78. MONUSCO will also increase its efforts to monitor and report on human rights violations committed in the context of elections-related violence, and on violations of fundamental rights and freedoms and restrictions of political space. The Mission will continue to review its presence throughout the country, with a view to strengthening situational awareness, early warning and analytical capacity as well as its ability to respond to possible violence in the context of the electoral process, in line with Security Council resolution 2348 (2017). In support of an electoral process that is peaceful, inclusive and respectful of human rights, the MONUSCO police component will provide training to the Congolese national police on public order management; provide technical support to the Inspector General of the Congolese police with a view to improving accountability and oversight; and monitor the training of new police recruits. The Joint Human Rights Office will provide training to the Congolese national police on respect for human rights.

Expected accomplishments	*Indicators of achievement*
1.1 Holding of credible presidential and legislative elections (national and provincial) by 23 December in accordance with the electoral calendar	1.1.1 Consensus regarding the establishment and functioning of the conseil national de suivi de l'accord to advance the political process towards the holding of free and credible elections
	1.1.2 Compliance with critical benchmarks of the electoral calendar by key institutions involved in the electoral process, including adherence to the electoral law and the annex on seat allocation and to the electoral funding disbursement plan
	1.1.3 Percentage of women elected members of parliament (2016/17: 9 per cent; 2017/18: 9 per cent; 2018/19: 15 per cent)

Outputs

- Weekly meetings with national, regional and local political actors and stakeholders to facilitate continued dialogue on the political process, to advocate for and help foster consensus on the functioning of key institutions, including the conseil national de suivi de l'accord, the Independent National Electoral Commission and the High Council for Media
- 6 seminars with women politicians and political platforms to advise on and monitor the advancement of the implementation of an action plan to advance women's political involvement and representation
- Monthly high-level consultations with key multilateral regional organizations (African Union, Southern African Development Community, International Conference on the Great Lakes Region, Economic Community of Central African States), other organizations (European Union, International Organization of la Francophonie) and regional actors in order to support political initiatives aimed at increasing confidence in the political process

- Consultations every two weeks with the Executive Board of the Independent National Electoral Commission to evaluate the progress and quality of the electoral process, with a focus on an adequate electoral budget and disbursement plan; to ensure the implementation of the electoral code of conduct; and to also ensure an overall transparent and credible process
- Monthly meetings of the partnership committee and the elections technical committee on financial and logistical support of the international community to the electoral process
- 10 advocacy meetings and 10 trust-building dialogues with key stakeholders on the implementation of the Mission's mandate and the 31 December agreement in Kinshasa and field office locations
- 45 radio programmes entitled "journal des elections" of 30 minutes duration, broadcast once a week until the end of the electoral process to increase awareness regarding the electoral process with a specific focus on the participation of women
- Weekly press conference with a focus on the credibility of the electoral process and respect for political space

Expected accomplishments	*Indicators of achievement*
1.2 Progress in respect of political space and human rights	1.2.1 No increase in the number of documented human rights violations committed by state actors related to political rights, and freedom of assembly and expression (2016/17: 1,070; 2017/18: 950; 2018/19: 950)
	1.2.2 Equitable access to media for political parties

Outputs

- Monthly consultations with key interlocutors, including government actors, state security actors, political actors and civil society, to advocate for the promotion and protection of human rights and fundamental freedoms, and to also advocate for improved accountability regarding respect for those rights and freedoms
- 14 reports on the human rights situation, including on gender-based violations, respect for human rights related to the electoral context, freedom of expression and peaceful assembly, and implementation of the confidence-building measures provided for in the 31 December agreement
- 1 report on violations of fundamental freedoms and human rights linked to restrictions of the democratic space and other political rights
- Monthly consultations with the National Human Rights Commission and the Ministry of Justice and Human Rights to advocate for improved accountability regarding respect for the rights to freedom of assembly, expression and association
- Monthly consultations with the Independent National Electoral Commission, the High Council for Media and other relevant national authorities to advocate for improved accountability regarding the respect for human rights in the electoral process as well as equal access to radio and television air time for political parties and candidates
- Monthly consultations with the diplomatic community to share information and discuss coordinated and mutually reinforcing actions regarding the human rights situation in the context of the electoral process
- 10 hours of broadcasts per week through Radio Okapi, representing the diverse views of the presidential majority, the opposition and civil society on developments related to the elections
- Training of 150 elements (with a proportion of women of at least 25 per cent) of the Inspectorate General of the Congolese national police in accordance with the United Nations human rights due diligence policy, in order to increase the oversight capacity, accountability and respect for human rights of the police and advocate for the deployment of trained staff of the Congolese national police to provincial offices

- Quarterly engagement with national authorities to revise and amend decree 05/026 (2005) in support of an appropriately secured electoral process and for an appropriate operational plan to secure the electoral process

Expected accomplishments	*Indicators of achievement*
1.3 Peaceful, credible and inclusive presidential and legislative (national and provincial) elections, resulting in a peaceful transition of power	1.3.1 The electoral law is adopted by the parliament and implemented with the rules and regulations under the direction of the Independent National Electoral Commission where applicable 1.3.2 Presidential and legislative (national and provincial) elections are held and the results published and acknowledged by the international community as credible

Outputs

- Weekly meetings with technical offices of the Independent National Electoral Commission at the national and provincial levels to provide technical advice on the implementation of electoral activities including planning, legal issues, training and sequencing of deployment of material
- Weekly consultations with the Independent National Electoral Commission national database centre to strengthen the conceptual management, design and handling of electoral data with a view to increasing the credibility of the electoral process
- Weekly meetings of the integrated operational centre (MONUSCO-PACEC-Independent National Electoral Commission) to coordinate the support to the Commission's electoral activities for the duration of the process
- Technical support to 3 women's situation rooms in Kinshasa, Goma and Bukavu with a view to preventing and addressing electoral violence against women candidates, observers and voters through early warning and monitoring of the electoral process
- Delivery of 15,000,000 kilograms of sensitive and non-sensitive voting material from 3 main hubs to 15 sub-hubs and then to 129 antennae

External factors

The relevant authorities and political actors mobilize the political will to organize elections according to an agreement and timeline widely accepted as legitimate by political and civil society actors; and secure the required resources. The key political figures, including women political leaders, remain open to dialogue and consensus-building with all sectors on the political process; and to the holding of elections in line with agreed principles

Table 2
Human resources: component 1, support to the political process towards the holding of elections

Civilian staff	*International staff*						*National staff*[a]	*United Nations Volunteers*	
	USG–ASG	*D-2–D-1*	*P-5–P-4*	*P-3–P-2*	*Field Service*	***Subtotal***			***Total***
Political Affairs Division									
Approved posts 2017/18	–	2	17	18	4	**41**	21	5	**67**
Proposed posts 2018/19	–	2	18	15	4	**39**	21	5	**65**
Net change	–	–	**1**	**(3)**	–	**(2)**	–	–	**(2)**
Electoral Support Office									
Approved posts 2017/18	–	–	4	5	–	**9**	–	–	**9**
Proposed posts 2018/19	–	–	4	5	–	**9**	–	–	**9**
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions[b] 2017/18	–	1	2	5	–	**8**	–	–	**8**
Proposed temporary positions[b] 2018/19	–	1	2	5	–	**8**	–	–	**8**
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved 2017/18	–	1	6	10	–	**17**	–	–	**17**
Proposed 2018/19	–	1	6	10	–	**17**	–	–	**17**
Net change	–	–	–	–	–	–	–	–	–
Office of Public Information									
Approved posts 2017/18	–	1	5	14	8	**28**	16	–	**44**
Proposed posts 2018/19	–	1	5	11	5	**22**	17	–	**39**
Net change	–	–	–	**(3)**	**(3)**	**(6)**	**1**	–	**(5)**
Radio Okapi									
Approved posts 2017/18	–	–	3	1	1	**5**	182	–	**187**
Proposed posts 2018/19	–	–	2	1	1	**4**	139	–	**143**
Net change	–	–	**(1)**	–	–	**(1)**	**(43)**	–	**(44)**
Peace, Security and Cooperation Framework Unit									
Approved posts 2017/18	–	–	–	4	–	**4**	5	–	**9**
Proposed posts 2018/19	–	–	–	–	–	–	–	–	–
Net change	–	–	–	**(4)**	–	**(4)**	**(5)**	–	**(9)**
Security Sector Reform Unit									
Approved posts 2017/18	–	1	1	1	1	**4**	2	2	**8**
Proposed posts 2018/19	–	–	–	–	–	–	–	–	–
Net change	–	**(1)**	**(1)**	**(1)**	**(1)**	**(4)**	**(2)**	**(2)**	**(8)**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Subtotal, civilian staff									
Approved 2017/18	–	4	30	43	14	**91**	226	7	**324**
Proposed 2018/19	–	3	29	32	10	**74**	177	5	**256**
Net change	**–**	**(1)**	**(1)**	**(11)**	**(4)**	**(17)**	**(49)**	**(2)**	**(68)**
Approved temporary positions[b] 2017/18	–	1	2	5	–	**8**	–	–	**8**
Proposed temporary positions[b] 2018/19	–	1	2	5	–	**8**	–	–	**8**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total, including temporary positions									
Approved 2017/18	–	5	32	48	14	**99**	226	7	**332**
Proposed 2018/19	–	4	31	37	10	**82**	177	5	**264**
Net change	**–**	**(1)**	**(1)**	**(11)**	**(4)**	**(17)**	**(49)**	**(2)**	**(68)**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance.

Political Affairs Division

International staff: net decrease of 2 posts (redeployment of 2 posts (1 P-5 and 1 P-3) from the Security Sector Reform unit, redeployment of 1 post at the P-3 level from the Peace, Security and Cooperation Framework Unit and abolition of 5 posts (3 P-3 and 2 P-2))

79. It is proposed to redeploy one post of Senior Security Sector Reform Officer (P-5) and one post of Security Sector Reform Officer (P-3) from the Security Sector Reform Unit. With the abolition of the Security Sector Reform Unit, the Political Affairs Division will need to ensure the delivery of coherent and coordinated support to the security sector reform process by ensuring that it remains in the national agenda; generate a conducive environment for a comprehensive national security sector reform process; and ensure the emergence of a broader political commitment. The Senior Security Sector Reform Officer (P-5) will provide strategic advice in support of the good offices of the Special Representative of the Secretary-General; advocate for the emergence of conditions conducive to a national comprehensive security sector reform process; shape an enabling environment for security sector reform with enhanced capacities of actors who are critical to enactment of change; support policy advocacy efforts for the adoption of key sectoral legislation on local security governance; produce a comprehensive analysis and assessment of the overall legal body regulating the security sector; and deliver related technical advice to mission components and external partners. The Security Sector Reform Officer (P-3) will work to enhance the coherence and effectiveness of security sector institutions' legal and policy frameworks through overall analytical support; perform a systematic analysis of legal and policy frameworks and prepare related needs assessments; produce a comprehensive analysis and assessment of the overall legal body regulating the security sector; and provide technical advice to mission components and external partners on electoral security.

80. It is proposed to redeploy one post of Civil Affairs Officer (P-3) from the Peace, Security and Cooperation Framework Unit. The Civil Affairs Officer will ensure effective coordination between the Mission and the Office of the Special Envoy of

the Secretary-General for the Great Lakes Region to ensure a smooth and comprehensive follow-up of the regional commitments under the peace, security and cooperation framework; and act as Liaison Officer of the Mission to the Office of the Special Envoy in Nairobi.

81. It is proposed to abolish five posts of Political Affairs Officer (3 P-3 and 2 P-2), as the Mission focuses more on analysis and operational planning than on the traditional reporting of Political Affairs Officers.

Electoral Support Office

International staff: retention of 8 general temporary assistance positions (retention of 1 position at the D-1 level, 2 positions at the P-4 level and 5 positions at the P-3 level)

82. It is proposed to retain the positions of Chief Electoral Officer (1 D-1), Field Coordinator (1 P-4), Legal Officer (1 P-4), Area Manager (1 P-3), Reporting Officer (1 P-3), External Relations Manager (1 P-3), Gender Adviser (1 P-3) and Training and Capacity-Building Officer (1 P-3) funded under general temporary assistance in the 2017/18 period. To provide the mandated logistical and technical electoral support, the Mission will continue to need a sufficient number of experienced electoral experts to provide advice to the Independent National Electoral Commission both at the central level and in the provinces. The electoral calendar released on 5 November 2017 revealed a short time frame for the holding of the presidential, national and provincial assembly elections scheduled for 23 December 2018. Considering the sensitivity of the social and security context and the financial constraints, electoral assistance by the Mission will be critical to ensuring the readiness of the Democratic Republic of the Congo for the elections.

Office of Public Information

International staff: decrease of 6 posts (abolition of 4 posts (1 P-3 and 3 Field Service)), redeployment of 1 post at the P-3 level to the Comprehensive Approach Coordination Section and conversion of 1 post at the P-3 level to the National Professional Officer level)

National staff: increase of 1 post (abolition of 1 post at the National Professional Officer level, redeployment of 1 post at the national General Service level from Radio Okapi and conversion of 1 post at the P-3 level to the National Professional Officer level)

83. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish one post of Public Information Officer (P-3), two posts of Public Information Assistant (Field Service) and one post of Associate Public Information Officer (National Professional Officer). Following a further review, it is proposed to abolish one post of Public Information Assistant (Field Service), as the functions under the post can be performed by existing staff.

84. It is proposed to redeploy one post of Public Information Officer (P-3) to the Strategic Communication Cell of the Comprehensive Approach Coordination Section. The Strategic Communication Cell will offer a new vision and develop a new strategy on handling social media in a timely manner and in line with the priorities of the Mission. The creation of this Cell will allow the Mission to improve its ability to measure the impact of public information activities, to proactively address critical public information issues in a timely fashion and, through the appropriate responses, to dispel negative perceptions of MONUSCO arising from social media.

85. It is proposed to convert one post of Public Information Officer (P-3) to one post of Public Information Officer (National Professional Officer) to strengthen local capacity.

86. It is proposed to redeploy one post of Public Information Assistant (national General Service) from Radio Okapi. The Public Information Assistant in the Office of the Spokesperson will research the media in preparation of the media monitoring which is distributed to all MONUSCO staff on a daily basis; prepare the local press review; and assist in the drafting of press releases.

Radio Okapi

International staff: decrease of 1 post (abolition of 1 post at the P-4 level)

National staff: decrease of 43 posts (abolition of 39 posts at the national General Service level, redeployment of 1 post at the General Service level to the Office of Public Information and redeployment of 3 posts at the national General Service level to the Comprehensive Approach Coordination Section)

87. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish 13 posts of Public Information Assistant (national General Service), 2 posts of Radio Production Assistant (national General Service), 4 posts of Broadcast Technology Technician (national General Service) and 2 posts of Driver (national General Service). Following a further review, it is proposed to abolish one post of Public Information Officer (P-4), nine posts of Public Information Assistant (national General Service), one post of Team Assistant (national General Service) and one post of Driver (national General Service), as the functions under these posts can be performed by existing staff, and seven posts of Driver (national General Service) whose functions will be outsourced.

88. It is proposed to redeploy one post of Public Information Assistant (national General Service) to the Office of Public Information and three posts of Public Information Assistant (national General Service) to the Strategic Communication Cell of the Comprehensive Approach Coordination Section.

Peace, Security and Cooperation Framework Unit

International staff: decrease of 4 posts (abolition of 1 post at the P-3 level, redeployment of 2 posts (1 P-3 and 1 P-2) to the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) and redeployment of 1 post at the P-3 level to the Political Affairs Division)

National staff: decrease of 5 posts (redeployment of 2 posts at the National Professional Officer level and 3 posts at the national General Service level to the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator))

89. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish one post of Political Affairs Officer (P-3).

90. It is also proposed to redeploy one post of Civil Affairs Officer (P-3), one post of Associate Political Affairs Officer (P-2), two posts of Civil Affairs Officer (National Professional Officer), two posts of Administrative Assistant (national General Service) and one post of Team Assistant (national General Service) to the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator).

91. It is proposed to redeploy one post of Civil Affairs Officer (P-3) to the Political Affairs Division.

Security Sector Reform Unit

International staff: decrease of 4 posts (abolition of 2 posts (1 D-1 and 1 Field Service) and redeployment of 2 posts (1 P-5 and 1 P-3) to the Political Affairs Division)

National staff: decrease of 2 posts (abolition of 2 posts at the national General Service level)

United Nations Volunteers: decrease of 2 positions (abolition of 2 positions of United Nations Volunteer)

92. The Security Sector Reform Unit supports reform initiatives of the Congolese national police and the Congolese national armed forces; the development of a national security policy; and the development of a comprehensive security sector reform implementation road map which includes benchmarks and timelines. The unit also plays a leading role in coordinating the support for security sector reform provided by international and bilateral partners and the United Nations system. Notwithstanding the importance of a successful security sector reform process for the Mission's exit strategy, the strategic review recommended a shift in the focus and resourcing priorities of the Mission to support for the electoral process and the protection of civilians. It is therefore proposed to abolish the Security Sector Reform Unit.

93. Accordingly, it is proposed to redeploy one post of Senior Security Sector Reform Officer (P-5) and one post of Security Sector Reform Officer (P-3) to the Political Affairs Division to ensure the delivery of coherent and coordinated support to the security sector reform process; and to abolish one post of Security Sector Reform Adviser (D-1), two posts of Administrative Assistant (1 Field Service and 1 national General Service), one post of Driver (national General Service), one position of Liaison Officer (United Nations Volunteer) and one position of Security Sector Reform Assistant (United Nations Volunteer)

Component 2: protection of civilians and human rights

94. While progress has been made in weakening priority foreign armed groups, insecurity persists in a number of areas in eastern Democratic Republic of the Congo and has been exacerbated by the uncertainty over the elections. The continuous fragmentation of armed groups, ongoing access to illegal revenue sources, availability and circulation of small arms, and armed groups' links with criminal networks, involvement in inter-community tensions and attacks on security forces increase the complexity of the protection challenge and fuels the insecurity. In some areas, inter-community tensions and customary power disputes are a cause of armed conflict which results in human rights violations, population displacements, conflict-related sexual violence and instability. Furthermore, in the uncertain political context, civilians face an increased risk of elections-related violence, particularly in urban areas. The volatile security situation is also worsening the humanitarian crisis in many areas and is at the same time impeding humanitarian access and the effective delivery of assistance.

95. Given the complexity of the protection threats and as illustrated by the frameworks described below, MONUSCO will implement, in order to increase efficiency and effectiveness and maximize available resources, a comprehensive approach to addressing (a) threats posed to civilians by armed groups in areas of conflict, (b) protection challenges as a result of intercommunal conflict and (c) threats against civilians in urban centres within the context of the elections. The comprehensive approach will join together all components of the Mission in the formulation of targeted integrated strategies designed to address key protection threats, including by priority armed groups. Under this approach, MONUSCO will work across three different tiers, including strategic planning, direction and coordination, developed under the leadership

of the Special Representative of the Secretary-General. That work will then be transformed into operational plans under the leadership of the Deputy Special Representative of the Secretary-General for Protection and Operations, followed by implementation under the coordination of Heads of Offices. This approach will ensure that the strategic, operational and tactical dimensions, across all components, are complementary and mutually reinforcing so as to improve relevance, effectiveness and efficiency of actions aimed at protecting civilians.

96. In accordance with the "primacy of politics" principle, the comprehensive approach will also align military, police and civilian actions under a broader strategy with a focus on prevention, de-escalation and conflict resolution. In order to better support decision-making and target strategies, MONUSCO will enhance its analysis and intelligence capabilities, including highly specialized and targeted analysis of specific armed group dynamics, exploitation of natural resources and criminal networks and their political linkages. This enhanced analysis will strengthen political engagement and the good offices required to prevent, resolve or effectively address conflicts. In addition, strategic communications capacities will be strengthened to enhance key leader engagement, information operations and monitoring of social media. MONUSCO will also continue to support local authorities and communities so as to reinforce community resilience and to strengthen local conflict management mechanisms, including local protection committees, as well as hold structured dialogue initiatives aimed at fostering social cohesion and peaceful cohabitation.

97. Under the comprehensive approach, the transformation of the Force will continue, with the aim of making it a more agile, responsive and efficient, and with increased mobility and intelligence-gathering capabilities, including through the enhanced unmanned, unarmed aerial surveillance system. MONUSCO will reduce the number of static positions and bases while maintaining a physical presence in the highest-priority areas and will complement this with protection through projection so as to provide an integrated military, police and civilian response capacity which can be projected to deter, de-escalate or respond to threats to civilians. In support of this approach, MONUSCO will need to enhance and extend community alert networks and its analysis and intelligence capacity to enable it to respond proactively before a situation deteriorates. In addition, targeted offensive operations will continue in order to neutralize priority armed groups, including ADF, FDLR and FRPI, by targeting their leadership and disrupting their revenue sources. These operations will be undertaken either unilaterally or jointly with the Congolese armed forces, where appropriate, in strict compliance with the United Nations human rights due diligence policy.

98. MONUSCO will continue to conduct information operations to encourage armed group members, including key leaders, to surrender. The Mission will also continue its support for the disarmament, demobilization and reinsertion of Congolese male and female ex-combatants and the disarmament, demobilization and repatriation of male and female foreign ex-combatants and their dependants. In parallel, MONUSCO will focus on the disengagement of other violent actors from armed groups through a community violence reduction approach which fosters social cohesion and strengthens the social contract within communities vulnerable to armed violence and recruitment by armed groups. The community violence reduction programme will also be expanded within Tanganyika province and extended to include the Kasai region.

99. With regard to threats posed to civilians in urban areas during the electoral period, MONUSCO will continue to train and advise the Congolese national police on public order management, including on the proportional use of force and respect for human rights, especially in the context of elections, and support the further development of internal oversight mechanisms. The integrated operational strategy for the fight against insecurity will be expanded to 11 locations, with an increased

focus on community policing techniques and joint patrols with MONUSCO, where appropriate.

100. MONUSCO will also continue to strengthen its capacity to monitor and report on human rights violations. Advocacy efforts will focus on conflict-related sexual violence, including the implementation of the sexual violence action plan for the armed forces, the prevention of child recruitment and the release of children from armed groups. An increased focus will be placed on the fight against impunity through the prosecution support cells. The Mission will provide regular advice and support to military justice and civilian justice counterparts on the investigation of war crimes, crimes against humanity, the six grave violations against children during armed conflict, and other serious human rights violations. The Mission will also support investigation and prosecution strategies against members of priority armed groups and militias accused of serious human rights violations; and strengthen national capacity in the management of high-risk prisoners in selected priority prisons in order to enhance the protection of civilians.

101. MONUSCO will continue to provide support to the creation of a security environment conducive to the safe and effective delivery of humanitarian assistance. Existing coordination mechanisms will continue to function and will be strengthened through regular communication and information sharing with humanitarian actors.

Expected accomplishments	*Indicators of achievement*
2.1 Improved security and protection of civilians in areas affected by armed conflict	2.1.1 Decrease in the total number of internally displaced persons (2016/17: 3.8 million; 2017/18: 4.3 million; 2018/19: 2.9 million)
	2.1.2 Increase in the number of commanders of armed groups captured or surrendering (2016/17: 60; 2017/18: 65; 2018/19: 70)
	2.1.3 Increase in the number of children associated with armed groups released (2016/17: 51,692; 2017/18: 53,692; 2018/19: 55,692)
	2.1.4 Increase in the percentage of Congolese reporting confidence in the capacity of the state security forces to protect its population (2016/17: 53 per cent; 2017/18: 55 per cent; 2018/19: 57 per cent)
	2.1.5 Reduction in the number of confirmed incidents of human rights violations in areas of armed conflict by state actors (2016/17: 1,704; 2017/18: 1,650; 2018/19: 1,600)
	2.1.6 Reduction in the number of confirmed incidents of human rights violations in areas of armed conflict by non-state actors (2016/17: 2,369; 2016/17: 2,350; 2017/18: 2,330)

Outputs

- Implementation of 6 Mission-wide strategies and roll-out through field offices under the comprehensive approach to addressing major protection threats, including from the priority armed groups (FDLR, ADF and FRPI)
- Maintenance of an average of 68 fixed-company and temporary operating bases, 72 standing combat deployments and 295 patrols (65 patrols by military observers as well as 180 day and 50 night patrols by contingent troops) to provide protection in areas affected by insecurity
- An average of 66 per cent of available troops from framework brigades and rapidly deployable battalions on operations outside their bases
- 6 battalion-level surge operations and 40 company-level operations, each followed by a battle damage assessment, to ensure the protection of civilians and neutralization of armed groups
- 20 joint or unilateral operations by the Intervention Brigade, supported by framework brigades, to neutralize armed groups and reduce the threat to civilians
- 3,500 hours of civil and military intelligence, surveillance and target-acquisition tasks conducted by the unmanned aircraft system
- 10 actionable intelligence reports generated to disrupt revenue sources of priority armed groups
- 70 explosive ordnance disposal spot tasks conducted in support of military operations against armed groups
- Disarmament, demobilization and reinsertion of 1,000 Congolese male and female ex-combatants (inclusive of children and women associated with armed groups) and disarmament, demobilization and repatriation of 700 foreign combatants and their dependants
- 120 monitoring field missions and 60 investigation and fact-finding missions to document and report on human rights violations and abuses focused on areas affected by armed conflicts
- 30 workshops and 15 awareness-raising campaigns to reinforce 15 community alert networks and establish 10 new networks to enhance community protection mechanisms and tools
- 312 joint civilian protection missions alongside Force deployments (rapidly deployable battalions or standing combat deployments) in priority protection areas
- Facilitation of 10 structured dialogues between conflict-affected communities, support to 20 local conflict resolution initiatives and delivery of 10 comprehensive training sessions on tools, gender-sensitive approaches and conflict mitigation techniques in support of local conflict resolution mechanisms
- 10 capacity-building workshops and focus groups, whose participants are at least 30 per cent women, facilitated to improve the capacity of local security committees to address security and protection concerns of men and women, and local security governance in selected territorial administrative entities
- Quarterly public perception polls on peacebuilding conducted, with sex-disaggregated results, and 20 feedback sessions facilitated with authorities and civil society at all levels
- 30 projects undertaken to disengage armed group members; reinsert ex-combatants; reduce recruitment into armed groups, especially of vulnerable groups including youth; support victims, with a focus on women and children; and strengthen the capacity of communities to manage, respond to and prevent violence
- Training of 60 prison managers and 250 security personnel, including female staff, and logistical support for improved security conditions and separation of men, women and children
- Installation of safe weapon storage solutions, provision of technical support, conduct of seven sessions for awareness-raising and mentoring for 200 participants to ensure the safe storage of 7,000 weapons of the national police and military forces in key security risk areas

- Monthly high-level consultations with Congolese military and security leadership
- 12 sensitization/training sessions for officers of the Congolese armed forces attending the National Defence College, the Military Academy and the Military Staff college on accountability, good governance, human rights and the United Nations human rights due diligence policy
- 15 training sessions for security forces in field locations on human rights and international humanitarian law
- Implementation of 3 democratic dialogue processes with communities affected by conflict in priority zones where the international security and stabilization support strategy is operational (Ituri, North and South Kivu) to address root causes of conflict, such as security governance and land management
- Multimedia public information campaigns and outreach programmes in support of the Mission's mandate, through (a) round-the-clock Radio Okapi broadcasts reaching an audience of 24 million persons per week; (b) weekly production of the "MONUSCO video" programme broadcast on 15 local television stations and uploaded on YouTube and UNifeed; (c) monthly production and dissemination of *Echos de la MONUSCO* magazine; (d) operation and management of the MONUSCO and Radio Okapi website, with daily uploads of articles, stories and photos from all over the Democratic Republic of the Congo; and (e) reliable information provided through the use of social media

Expected accomplishments	*Indicators of achievement*
2.2 Reduction in the threat of elections-related violence against civilians in urban centres	2.2.1 Reduction in the number of confirmed incidents of human rights violations in urban areas (2016/17: 30; 2017/18: 25; 2018/19: 20)
	2.2.2 Increase in the percentage of major public order issues related to the elections managed by security forces with the appropriate use of force (2016/17: not available; 2017/18: 50 per cent; 2018/19: 60 per cent)

Outputs

- 30 monitoring and investigation missions conducted on the use of force by the security forces in the context of peaceful demonstrations
- Training of 7,000 intervention elements of the Congolese national police on public order management and respect for human rights in the context of public order management and 100 awareness-raising sessions for the Congolese national police on securing the electoral process
- Implementation of the operational strategy for the fight against insecurity in 11 locations, including expansion to three new locations (Kinshasa, Lubumbashi and Kisangani)
- Daily monitoring and mentoring activities with the Congolese national police
- 6,205 joint patrols with the Congolese national police (17 per day on average) which include at least 10 per cent female officers
- 9,125 patrols conducted by United Nations police and formed police units (25 per day on average) which include at least 10 per cent female officers
- 36 sensitization campaigns and 18 workshops facilitated for Congolese authorities, civil society and communities, including youth and women, in identified hotspots and in urban areas (Goma, Kinshasa and Lubumbashi), on best practices for peaceful elections and peaceful cohabitation and tolerance, and on the role of civil society in mitigating violence

- 30 outreach sessions conducted with civil society and grass-roots groups, including at least 30 per cent women, to solicit views and understand concerns related to political space and the electoral process, as well as to build awareness of and support for a peaceful electoral process, in particular in hotspot electoral locations

Expected accomplishments	*Indicators of achievement*
2.3 Progress towards combating impunity	2.3.1 Increase in the total number of convictions of alleged perpetrators of grave human rights violations, war crimes and crimes against humanity, conducted in accordance with due process standards (2016/17: 409; 2017/18: 450; 2018/19: 500)
	2.3.2 Decrease in the number of prison security-related incidents (2016/17: not available; 2017/18: 44; 2018/19: 20)

Outputs

- Training and technical support to judicial authorities through monthly mentoring sessions in seven locations for the prosecution and conviction of 50 perpetrators responsible for grave human rights violations through the deployment of prosecution support cells, forensic expertise and judicial police experts
- Monthly high-level consultations with the Congolese judiciary and authorities on 50 cases of violations identified through the human rights due diligence process on which disciplinary or judiciary measures remain to be taken
- Deployment of 15 joint investigation teams and 10 mobile courts to investigate war crimes, crimes against humanity and other serious human rights violations, including sexual violence and grave child rights violations
- Provision of technical support, through 5 working sessions and 2 training sessions for judges, prosecutors and lawyers, for the drafting of a national legal and policy framework for the protection of victims, witnesses and judicial personnel involved in trials related to serious crimes
- Daily mentoring in 14 high-risk prisons, joint monitoring mission in 1 prison in Angenga, and 36 on-the-job trainings on the management of high-risk prisoners
- 44 coordination meetings, 24 joint assessment visits with national authorities and monthly meetings in support of the implementation of the prison security task force action plan in 14 prisons
- Training of 60 prison managers and 350 security personnel on prison security
- Technical and logistical support to the coordination of the prison alert network in 14 prisons to ensure early warning and timely interventions so as to forestall internal and external prison security incidents
- Technical and logistical support to the implementation of the prisoners' transfer plan for high-risk prisoners
- Technical and logistical support to the implementation of rehabilitation programmes to improve security in 11 prisons
- Agreement reached with at least 3 armed groups to release children within their ranks, stop further recruitment of children and refrain from committing acts of sexual violence
- Technical support provided to the Special Presidential Adviser on prevention of child recruitment and sexual violence, and to the Congolese armed forces and the Congolese national police for the implementation of the joint communiqué and action plans on combating sexual violence

Expected accomplishments	*Indicators of achievement*
2.4 Improved security environment for the safe delivery of humanitarian assistance	2.4.1 Decrease in the number of security incidents involving humanitarian actors (2016/17: not available; 2017/18: 700; 2018/19: 650)
	2.4.2 Decrease in the percentage of axes classified as "red" and requiring an armed escort according to United Nations security rules (2016/17: not available; 2017/18: 28 per cent; 2018/19: 23 per cent)

Outputs

- 144 civil-military coordination meetings held with humanitarian actors to share information and improve coordination
- 20 area security deployments to secure an area or axis, allowing the safe delivery of humanitarian assistance
- 2,300 escorts to humanitarian missions across the Democratic Republic of the Congo

External factors

The Government will commit and allocate resources to support the capability and deployment of the Congolese armed forces and the Congolese national police in order to reduce the threat posed by armed groups and criminal networks and to hold and secure areas cleared of armed groups. Cooperation, including through joint operations, between MONUSCO and the Government against armed groups will continue. The Government will also support the judicial and penitentiary institutions and commit to prosecution of leaders of armed groups or security forces responsible for human rights violations. Regional actors will commit to honouring their commitments under the Peace, Security and Cooperation Framework to neither harbour nor provide any kind of protection to persons suspected of war crimes, crimes against humanity or acts of genocide. The Government and regional partners will commit to ensuring support for the repatriation of foreign combatants and for the National Disarmament, Demobilization and Reintegration Programme [3].

Table 3
Human resources: component 2, protection of civilians and human rights

Category	*Total*
I. Military observers	
Approved 2017/18	660
Proposed 2018/19	660
Net change	–
II. Military contingents	
Approved 2017/18	16 215
Proposed 2018/19	16 215
Net change	–
III. United Nations police	
Approved 2017/18	391
Proposed 2018/19	391
Net change	–

Category	*Total*
IV. Formed police units	
Approved 2017/18	**1 050**
Proposed 2018/19	**1 050**
Net change	**–**
V. Government-provided personnel	
Approved 2017/18	**90**
Proposed 2018/19	**90**
Net change	**–**

	International staff								
VI. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Force Commander									
Approved posts 2017/18	1	1	–	–	2	**4**	5	–	**9**
Proposed posts 2018/19	1	1	–	–	2	**4**	5	–	**9**
Net change	–	–	–	–	–	**–**	–	–	**–**
Office of the Police Commissioner									
Approved posts 2017/18	–	1	2	2	2	**7**	1	–	**8**
Proposed posts 2018/19	–	1	2	2	2	**7**	1	–	**8**
Net change	–	–	–	–	–	**–**	–	–	**–**
Corrections Unit									
Approved posts 2017/18	–	–	–	–	–	**–**	–	–	**–**
Proposed posts 2018/19	–	–	2	–	–	**2**	2	1	**5**
Net change	–	–	**2**	–	–	**2**	**2**	**1**	**5**
Joint Human Rights Office									
Approved posts 2017/18	–	1	8	32	6	**47**	48	28	**123**
Proposed posts 2018/19	–	1	8	32	6	**47**	51	32	**130**
Net change	–	–	–	–	–	**–**	**3**	**4**	**7**
Child Protection Section									
Approved posts 2017/18	–	–	2	9	1	**12**	14	4	**30**
Proposed posts 2018/19	–	–	2	7	1	**10**	16	4	**30**
Net change	–	–	–	**(2)**	–	**(2)**	**2**	–	**–**
Civil Affairs Office									
Approved posts 2017/18	–	1	5	12	1	**19**	221	10	**250**
Proposed posts 2018/19	–	1	5	11	1	**18**	221	10	**249**
Net change	–	–	–	**(1)**	–	**(1)**	–	–	**(1)**

VI. Civilian staff	International staff: USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Disarmament, Demobilization and Reintegration Section									
Approved posts 2017/18	–	1	5	13	5	**24**	93	12	**129**
Proposed posts 2018/19	–	–	2	–	2	**4**	–	12	**16**
Net change	–	**(1)**	**(3)**	**(13)**	**(3)**	**(20)**	**(93)**	–	**(113)**
Approved temporary positions[b] 2017/18	–	–	–	–	–	–	–	–	–
Proposed temporary positions[b] 2018/19	–	–	3	12	–	**15**	83	–	**98**
Net change	–	–	**3**	**12**	–	**15**	**83**	–	**98**
Subtotal									
Approved 2017/18	–	1	5	13	5	**24**	93	12	**129**
Proposed 2018/19	–	–	5	12	2	**19**	83	12	**114**
Net change	–	**(1)**	–	**(1)**	**(3)**	**(5)**	**(10)**	–	**(15)**
Stabilization Support Section									
Approved posts 2017/18	–		3	5	–	**8**	3	1	**12**
Proposed posts 2018/19	–		4	5	–	**9**	3	1	**13**
Net change	–	–	**1**	–	–	**1**	–	–	**1**
Justice Support Section (formerly Justice and Corrections Section)									
Approved posts 2017/18	–	1	8	4	–	**13**	19	2	**34**
Proposed posts 2018/19	–	1	2	3	–	**6**	17	1	**24**
Net change	–	–	**(6)**	**(1)**	–	**(7)**	**(2)**	**(1)**	**(10)**
Total, civilian staff									
Approved 2017/18	1	6	33	77	17	**134**	404	57	**595**
Proposed 2018/19	1	5	27	60	14	**107**	316	61	**484**
Net change	–	**(1)**	**(6)**	**(17)**	**(3)**	**(27)**	**(88)**	**4**	**(111)**
Approved temporary positions[b] 2017/18	–	–	–	–	–	–	–	–	–
Proposed temporary positions[b] 2018/19	–	–	3	12	–	**15**	83	–	**98**
Net change	–	–	**3**	**12**	–	**15**	**83**	–	**98**
Total, including temporary positions									
Approved 2017/18	1	6	33	77	17	**134**	404	57	**595**
Proposed 2018/19	1	5	30	72	14	**122**	399	61	**582**
Net change	–	**(1)**	**(3)**	**(5)**	**(3)**	**(12)**	**(5)**	**4**	**(13)**

VI. Civilian staff	International staff: USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Total									
Approved 2017/18									**19 001**
Proposed 2018/19									**18 988**
Net change									**(13)**

[a] Includes National Professional Officers and national General Service staff.

[b] Funded under general temporary assistance.

Corrections Unit

International staff: increase of 2 posts (redeployment of 2 posts (1 P-5 and 1 P-4) from the Justice Support Section)

National staff: increase of 2 posts (redeployment of 2 posts at the National Professional Officer level from the Justice Support Section)

United Nations Volunteers: increase of 1 position (redeployment of 1 position of United Nations Volunteer from the Justice Support Section)

102. It is proposed to create a Corrections Unit reporting to the Office of the Police Commissioner staffed by redeploying one post of Senior Corrections Officer (P-5), and four posts of Corrections Officer (1 P-4, 2 National Professional Officer and 1 United Nations Volunteer) from the Justice Support Section (formerly the Justice and Corrections Section).

103. The mandate of the Justice and Corrections Section will significantly change in the 2018/19 period. A recommendation of the strategic review was that the Justice and Corrections Section should begin to gradually pull back from long-term, stabilization-oriented activities. On the justice side, this would require adjusting the scope of its engagement to activities directly tied to the protection of civilians and combating impunity. Meanwhile, prison support would concentrate progressively on a smaller number of prisons holding members of armed groups and other high-profile detainees. At the same time, ongoing joint programming in the area of the rule of law, would be scaled up to ensure a smooth reconfiguration of the United Nations presence and facilitate the transition to increased responsibilities for the United Nations country team. In view of the strategic shift in the work of the Section, it is proposed to split the Justice and Corrections Section into a Justice Support Section and a Corrections Unit reporting to the Office of the Police Commissioner. The Corrections Unit would provide advisory services for the secure management of high-profile correctional facilities and engage with the Ministry of Justice and the Ministry of the Interior as well as with other government entities to improve the management and security of prisons in the Democratic Republic of the Congo.

Joint Human Rights Office

National staff: increase of 3 posts (establishment of 2 posts at the National Professional Officer level and redeployment of 1 post at the National Professional Officer level from the Gender Unit)

United Nations Volunteers: increase of 4 positions (establishment of 1 position of United Nations Volunteer and redeployment of 3 positions of United Nations Volunteer from the Gender Unit)

104. It is proposed to establish two posts of Human Rights Officer (National Professional Officer) in the human rights due diligence policy secretariat. In resolution 2348 (2017), the Security Council reiterated that all United Nations assistance to security forces should be conditioned on respect for human rights, international humanitarian law and refugee law. The surge of human rights violations attributable to national security actors will require the Mission to enhance its scrutiny of the support that it provides to the Congolese armed forces and national police, including in the planning of joint operations. The human rights due diligence policy secretariat makes recommendations on requests for support to the Mission leadership; advises the Mission leadership on the appropriate support to the Congolese armed forces and national police in line with the human rights due diligence policy; provides advice on policies and procedure relevant to the human rights due diligence policy; coordinates the development of risk assessment and mitigation; collects and analyses information in order to develop a reliable database; provides capacity-building for both Mission personnel and security forces; and maintains an information database of the backgrounds, relationships, career paths and human rights records of individuals of concern affiliated with the Congolese armed forces and national police.

105. The conflict in the Kasais and the risk of increased electoral-related violence, with the resultant human rights violations and abuses, requires additional capacity to monitor, report and investigate human rights violations; and undertake risk assessments. The Human Rights Officers, based in Kananga and Tshikapa, will support the implementation of the Mission's human rights due diligence policy to contribute to the protection of civilians and the fight against impunity in the Kasais. These National Professional Officers, well versed in the local culture and languages, will monitor, report and investigate human rights violations and provide credible and reliable information to inform the decisions of the Mission leadership on the protection of civilians and on Mission support to the Congolese security forces and to enable perpetrators to be brought to justice.

106. It is proposed to redeploy four positions of Protection Coordination Officer (formerly called Women's Protection Adviser) (1 National Professional Officer and 3 United Nations Volunteers) from the Gender Unit in line with the recommendations of the High-level Independent Panel on Peace Operations which recommended that protection mandates be consolidated to effectively address sexual violence.

107. It is proposed to establish one position of Protection Coordination Officer (United Nations Volunteer). The Security Council in resolution 2348 (2017) requested MONUSCO to accelerate the coordinated implementation of monitoring, analysis and reporting arrangements on sexual violence in conflict. The emergence of new conflict hotspots in western Democratic Republic of the Congo enlarges the scope of intervention by the Joint Human Rights Office and will require a strengthened footprint in the new hotspots. The Office will need to establish networks and collaborate with local partners to support the implementation of existing prevention and response plans so as to ensure the protection of civilians from all forms of sexual and gender-based violence. The Protection Coordination Officer will support the monitoring, investigation and reporting of incidents of sexual violence; collect timely,

objective, accurate and reliable information as a basis for prevention and response programming in a manner that preserves the safety and dignity of sexual violence survivors; raise the awareness of the local community on conflict-related sexual violence; work with security forces to support the implementation of the action plans of the armed forces and the Congolese national police on the elimination of sexual violence in conflict; and strengthen protection mechanisms of protection and humanitarian actors.

Child Protection Section

International staff: decrease of 2 posts (conversion of 2 posts at the P-3 level to National Professional Officer level)

National staff: increase of 2 posts (conversion of 2 posts at the P-3 level to National Professional Officer level)

108. It is proposed to convert two posts of Child Protection Officer (P-3) to posts of Child Protection Officer (National Professional Officer), in line with the recommendation of the strategic review, to streamline monitoring and reporting activities within the framework of the country task force on children and armed conflict; and in order to build the national protection expertise necessary for the Mission's exit strategy. The Child Protection Officers will engage with regional authorities and armed groups across areas affected by conflict to help secure the release of children already recruited by armed groups and facilitate their reintegration into their communities of origin; and will engage in community-outreach activities aimed at sensitizing armed groups, community leaders and actors who have an influence on the prevention of recruitment of children by armed groups.

Civil Affairs Office

International staff: decrease of 1 post (abolition of 1 post at the P-3 level)

109. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish one post of Civil Affairs Officer (P-3).

Disarmament, Demobilization and Reintegration Section

International staff: decrease of 20 posts (establishment of 1 post at the P-4 level, abolition of 6 posts (1 D-1, 1 P-4, 1 P-3 and 3 Field Service) and conversion to general temporary assistance of 15 posts (3 P-4 and 12 P-3))

National staff: decrease of 93 posts (abolition of 10 posts at the national General Service level and conversion to general temporary assistance of 83 posts at the national General Service level)

110. It is proposed to establish one post of Programme Management Officer (P-4) in line with the changing nature of the disarmament, demobilization and reintegration operations in the Democratic Republic of the Congo with the reduction of repatriations and an increased focus on community violence reduction. The Programme Management Officer will be the main interface with implementing partners contracted for the implementation of community violence reduction projects and will serve as the main interlocutor with international partners to ensure complementarity and coherence between community violence reduction programmes and other, similar programmes in the field.

111. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish one post of Disarmament, Demobilization and Reintegration Officer (P-3). It is also proposed to abolish one post of Disarmament, Demobilization and Reintegration Officer (P-4).

112. It is proposed to further abolish 1 post of Chief of Service (D-1), 3 posts of Administrative Assistant (Field Service) and 10 posts of Disarmament, Demobilization and Reintegration Assistant (national General Service). It is also proposed to convert 15 posts of Disarmament, Demobilization and Reintegration Officer (3 P-4 and 12 P-3) and 83 posts of Disarmament, Demobilization and Reintegration Assistant (national General Service) to general temporary assistant positions. The Disarmament, Demobilization and Reintegration Section contributes to the protection of civilians through the neutralization of armed groups, by facilitating the demobilization and disarmament of combatants, supporting their reinsertion, and removing their weapons from circulation. The Section also supports the national disarmament, demobilization and reintegration programme and the repatriation and reintegration of foreign combatants and their dependants in their countries of origin. Over the last five years, there has been a significant shift in the way Congolese and foreign armed groups operate in eastern Democratic Republic of the Congo. While claiming to champion local grievances, many are economically motivated and can be best characterized as criminal networks, engaged in illicit mineral extraction, extortion and smuggling. Against this backdrop, the Mission intends to shift away from traditional disarmament, demobilization and reintegration towards community violence reduction; and facilitate a progressive handover of disarmament, demobilization, repatriation, reintegration and resettlement to the Government, scaling down operational activities while continuing to monitor progress and support the Government in its efforts. Accordingly, the Mission plans to outsource support operation functions, including support to transit camps (housing, food provision, security, transport), and workforce management and selected programmatic functions. Core mandate accountability, programme implementation, central oversight, and programmatic funding budget management will remain in the Mission. The conversion of 98 posts to general temporary assistant positions for 12 months will allow sufficient time for the Mission to conduct the process needed for outsourcing, while the abolition of four posts would ensure that the human resources of the Section are aligned with its new priorities.

Stabilization Support Section

International staff: increase of 1 post (establishment of 1 post at the P-4 level)

113. It is proposed to establish one post of Programme Officer (P-4). While the post has been funded by the Peacebuilding Fund since 2008, the Fund has informed the Mission that the funding for this post will no longer be available in the 2018/19 period. Since the post is contributing to the implementation of the mandated tasks, it is proposed to fund this post through assessed contributions. The Stabilization Support Section is mandated to coordinate the implementation of the international security and stabilization support strategy together with the Government of the Democratic Republic of the Congo, United Nations agencies and international partners, including Member States that are funding stabilization activities. The Section also manages the technical secretariat of the international security and stabilization support strategy which currently oversees (a) the stabilization coherence fund of $37 million and (b) the coordination of a stabilization bilateral portfolio of $90 million. The Programme Management Officer will provide advice and mentoring to the governmental and provincial authorities on the conduct of monitoring, evaluation and needs assessments missions in priority zones; provide advice on the monitoring of programmes aimed at community-based reintegration and economic recovery; provide advice and recommendations to United Nations agencies on the understanding of stabilization-related ideas, concepts and programmes to ensure a smooth transition to the United Nations country team; and oversee the management of the stabilization coherence fund under the international security and stabilization support strategy.

Justice Support Section

International staff: decrease of 7 posts (abolition of 5 posts (1 P-5, 3 P-4 and 1 P-3) and redeployment of 2 posts (1 P-5 and 1 P-4) to the Corrections Unit)

National staff: decrease of 2 posts (redeployment of 2 posts at the National Professional Officer level to the Corrections Unit)

United Nations Volunteers: decrease of 1 position (redeployment of 1 position of United Nations Volunteer to the Corrections Unit)

114. In view of the reduction of the scope of tasks and functions of the Justice and Correction Section, it is proposed to abolish one post of Senior Judicial Affairs Officer (P-5), three posts of Judicial Affairs Officer (2 P-4 and 1 P-3) and one post of Corrections Officer (P-3). It is also proposed to redeploy one post of Senior Corrections Officer (P-5), and four posts of Corrections Officer (1 P-4, 2 National Professional Officer and 1 United Nations Volunteer) to the Corrections Unit.

Component 3: support

115. The component is tasked to provide rapid, effective, efficient and responsible services to support mandate implementation through the delivery of related outputs, service improvements and efficiency gains. In the 2018/19 period, the main focus of Mission support will be supporting the Force's reconfiguration; the concept of protection through projection; and the comprehensive approach to the protection of civilians. The component will implement the new Mission support structure aimed at improving resource effectiveness and achieving efficiencies in resource management, service delivery and supply chain. It will also implement the Mission-wide environmental action plan.

116. The Mission has consolidated its warehouses at five hubs (Entebbe, Kinshasa, Goma, Bukavu and Bunia) in order to improve the efficiency of materials handling, storage and asset distribution. The main supply base in Entebbe supports the other locations and meets their requirements in a responsive manner while mitigating risks and enhancing supply chain resilience. The supply chain management pillar will use logistics modules and information systems of Umoja to enhance the management of materials, distribution, accounting, monitoring and control of current holdings and utilize available data and resources for efficient acquisition planning, requisitioning, sourcing and tracking.

117. MONUSCO will continue to enhance Internet services and expand them to all of its locations by leveraging services from local Internet service providers and emerging technological solutions. Those services will be secured by using the relevant standard information security appliances and policies. The Mission will continue to enhance and expand the unified communications system in support of the mobile workforce, including through the acquisition of network equipment and the Voice over Internet Protocol telephony system.

Expected accomplishments	*Indicators of achievement*
3.1 Rapid, effective, efficient and responsible support services for the Mission	03.1.1 Percentage of approved flight hours utilized (excluding search and rescue and medical evacuation/casualty evacuation) (2016/17: 100 per cent; 2017/18: 90 per cent; 2018/19: 90 per cent)

3.1.2 Cancelled prior-year budget obligations as a percentage of prior-period obligations carried forward (2016/17: 5 per cent; 2017/18: 5 per cent; 2018/19: 5 per cent)

3.1.3 Average annual percentage of authorized international posts vacant (2016/17: 12 per cent; 2017/18: 15 per cent; 2018/19: 16 per cent)

3.1.4 Average annual percentage of female international civilian staff (2016/17: 29 per cent; 2017/18: 33 per cent; 2018/19: 35 per cent)

3.1.5 Average number of working days for roster recruitments, from closing of the job opening to selection, for all international staff selections (2016/17: 83; 2017/18: 48; 2018/19: 48)

3.1.6 Average number of working days for post-specific recruitments, from closing of the job opening to selection, for all international staff selections (2016/17: 172; 2017/18: 130; 2018/19: 130)

3.1.7 Overall score on the Department of Field Support environmental management scorecard (2016/17: not applicable; 2017/18: 100; 2018/19: 100)

3.1.8 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2016/17:98 per cent; 2017/18: 85 per cent; 2018/19: 85 per cent)

3.1.9 Compliance with the field occupational safety risk management policy (2016/17: 70 per cent; 2017/18: 100 per cent; 2018/19: 100 per cent)

3.1.10 Overall score on the Department of Field Support property management index based on 20 underlying key performance indicators (2016/17: 1,699; 2017/18: 1,800; 2018/19: 1,800)

3.1.11 Deviation from demand plan in terms of planned quantities and timeliness of purchase (2016/17: not available; 2017/18: not available; 2018/19: 20 per cent)

3.1.12 Percentage of contingent personnel in United Nations accommodations that are compliant with standards at 30 June, in line with the memorandums of understanding (2016/17: 86 per cent; 2017/18: 100 per cent; 2018/19: 100 per cent)

3.1.13 Compliance of vendors with United Nations Food Rations Standards for delivery, quality and stock management (2016/17: 94 per cent; 2017/18: 95 per cent; 2018/19: 95 per cent)

Outputs

Service improvements

- Implementation of the Mission-wide environmental action plan, in line with the Department of Field Support environment strategy
- Support to the implementation of the Department of Field Support supply chain management strategy and blueprint
- Implementation of standardized mission structures

Audit, risk and compliance services

- Implementation of 23 recommendations of the Office of Internal Oversight Services targeted for implementation by year end (31 December) and 18 prior fiscal-year recommendations of the Board of Auditors, as accepted by Management

Air operations

- Operation and maintenance of a total of 39 aircraft, including 11 fixed-wing and 28 rotary-wing aircraft, and 3 unmanned aerial service capacity
- Provision of a total of 23,824 planned flight hours, including 11,393 from commercial providers and 12,431 from military providers, for all services, including passenger, cargo, patrols and observation, search and rescue, and casualty and medical evacuation
- Oversight of aviation safety standards for 39 aircraft and 11 airfields and landing sites

Budget, finance, and reporting services

- Provision of budget, finance and reporting services for a budget of $1,153.5 million, in line with delegated authority
- Finalization of annual financial statements for the mission in compliance with the International Public Sector Accounting Standards (IPSAS) and United Nations financial rules and regulations

Civilian personnel services

- Provision of human resource services to 3,144 civilian personnel (673 international staff, 1,991 national staff, 87 holders of temporary positions and 356 United Nations Volunteers), including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation, and staff performance management, in line with delegated authority
- Provision of in-mission training courses to 4,664 civilian personnel, and support to out-of-mission training for 63 civilian personnel
- Support to processing of 4,664 in-mission and 156 outside-mission travel requests for non-training purposes and 4,664 travel requests for training purposes for civilian personnel

Facility, infrastructure, and engineering services

- Maintenance and repair services for a total of 158 mission sites in 22 locations
- Implementation of 10 major construction, renovation and alteration projects, including construction/maintenance of 250 kilometres of road, 10 culverts and 5 bridges, 10 airfields and 66 helipads
- Operation and maintenance of 916 United Nations-owned generators
- Operation and maintenance of United Nations-owned water supply and treatment facilities (39 waste treatment plants in 15 locations and 59 water treatment and purification plants in 20 locations.)

- Provision of waste management services, including liquid and solid waste collection and disposal, at 10 sites
- Provision of cleaning, ground maintenance, pest control and laundry services, and catering services in 16 sites, as well as catering services at 10 sites

Fuel management services

- Management of supply and storage of 49.2 million litres of petrol, including 26.7 million for air operations, 25,000 for naval transportation, 10.6 million for ground transportation and 11.9 million for generators and other facilities, and of oil and lubricants across distribution points and storage facilities in 22 locations

Geospatial, information and telecommunications technology services

- Provision of and support for 5,846 handheld portable radios, 1,756 mobile radios for vehicles and 364 base station radios
- Operation and maintenance of 40 FM radio broadcast stations and 11 radio studios
- Operation and maintenance of a network for voice, fax, video and data communication, including 75 very small aperture terminals, 36 phone exchanges and 90 microwave links
- Provision of and support for 4,340 computing devices and 788 printers for an average strength of 5,154 civilian and uniformed end users, in addition to 1,749 computing devices for connectivity of contingent personnel, as well as other common services
- Support and maintenance of 65 local area networks and 74 wide area networks at 65 sites
- Analysis of geospatial data covering 100,000 square kilometres, maintenance of topographic and thematic layers and production of 500 new or updated maps and 15,000 prints in different formats

Medical services

- Operation and maintenance of United Nations-owned medical facilities (13 level I clinics/dispensaries) and support for contingent-owned medical facilities (50 level I clinics, 2 level II hospitals and 1 level III hospital) in 12 locations and maintenance of contractual arrangements with 5 hospitals/clinics
- Maintenance of arrangements for medical evacuation to 9 medical facilities (2 level II, 4 level III and 3 level IV) in 4 locations inside the Mission area and 3 locations outside the Mission area

Supply chain management services

- Provision of planning and sourcing support for the acquisition of goods and commodities at an estimated value of $194.6 million, in line with delegated authority
- Receipt, management and onward distribution of up to 25,000 tons of cargo within the Mission area
- Management, accounting and reporting of property, plant and equipment, financial and non-financial inventories and equipment below the threshold, with a total historical cost of $415.0 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of 17,444 military and police personnel (267 military observers, 277 military staff officers, 15,534 contingent personnel, 321 United Nations police officers and 1,045 formed police personnel) and 45 government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 53 military and formed police units at 100 geographical sites
- Supply and storage of rations, combat rations and water for an average strength of 16,579 military contingents and formed police personnel

- Support for the processing of claims and entitlements for an average strength of 17,444 military and police personnel and 45 government-provided personnel
- Support for the processing of 813 in-mission and 5 outside-mission travel requests for non-training purposes and 15,885 travel requests for training purposes

Vehicle management and ground transportation services

- Operation and maintenance of 1,619 United Nations-owned vehicles (782 light passenger vehicles, 293 special-purpose vehicles, 27 ambulances, 32 armoured vehicles, 243 other specialized vehicles and 242 trailers and attachments), 2,391 contingent-owned vehicles, 11 workshops and repair facilities
- Operation of a daily shuttle service 7 days per week for an average of 642 United Nations personnel per day to and from their accommodation to the office in the Democratic Republic of the Congo (all locations) and a shuttle service 5 days per week for an average of 213 United Nations personnel per day in Entebbe

Conduct and discipline

- Implementation of a conduct and discipline programme for 20,633 military, police and civilian personnel, including training, prevention and monitoring activities and recommendations on remedial actions
- Facilitation of the referral of victims of sexual exploitation and abuse for medical, psychological and legal assistance, when and where misconduct has occurred
- Conduct of a community sensitization campaign targeting the population at risk, through 20 sensitization activities and the dissemination of outreach materials to 5,000 members of the communities at risk through the community-based complaint networks and nominated focal points in isolated areas
- Ensure that the 32 community-based complaint mechanisms established where the Mission has a strong presence are fully operational and that its members have the capacity to sensitize the local population to the United Nations zero tolerance policy on sexual exploitation and assault
- Assess all reported cases of sexual exploitation and abuse and prima facie evidence documented and processed, as appropriate
- Implementation, jointly with the United Nations Children's Fund (UNICEF), the host country and troop-contributing countries, of a mechanism for the monitoring of the survival of victims of sexual exploitation and abuse in the Democratic Republic of the Congo

HIV/AIDS

- Operation and maintenance of 5 HIV voluntary confidential counselling and testing facilities for all Mission personnel
- Organization of 30 mandatory awareness sessions on HIV/AIDS for 300 civilian Mission personnel
- Conduct of 120 mass sensitization programmes for 12,000 military and police personnel
- Conduct of 15 refresher training sessions for 920 military personnel; and 8 peer education training sessions in 8 Mission locations for 200 military and police personnel
- Conduct of 2 workshops on voluntary confidential counselling and testing for 40 HIV counsellors and 2 post-exposure prophylaxis workshops for 40 post-exposure prophylaxis custodians
- Conduct of a promotion campaign on voluntary confidential counselling and testing each quarter in different Mission locations; maintenance of 5 functional static facilities for voluntary confidential counselling and testing in the Mission; and conduct of 30 mobile missions on voluntary confidential counselling and testing within the battalions

- Conduct of 1 assessment study to determine the impact, and guide subsequent implementation, of sections-mandated activities

Security

- Provision of security services 24 hours a day, 7 days a week, for the entire Mission area
- 24-hour close protection to senior Mission staff and visiting high-level officials
- Conduct of 400 residential security surveys for staff members (including 75 in Entebbe) and Mission-wide site security assessment
- Conduct of 700 information sessions on security awareness and contingency plans for all Mission staff
- Induction security training and primary fire training/drills for all new Mission staff
- Conduct and preparation of 500 comprehensive investigations reports on road traffic accidents, thefts/damages of MONUSCO property, burglaries, losses and any other incidents involving United Nations staff, premises and properties
- Conduct of training for 50 international United Nations security officers on firearms and defensive tactics and for 100 national security guards on "guard instructions and guidelines", defensive tactics and other related areas to ensure continued professional security services
- Conduct of training for 500 United Nations staff on safe and secure approaches to field environments
- Conduct of security certification programme training for 20 international security officers
- Conduct of emergency trauma bag training for 10 international security officers
- Preparation of 22 security risk management documents
- Preparation of 18 area travel security advisories
- Update of geolocation for all United Nations facilities and uploading to the United Nations Security Managers Information Network site
- Preparation of the Department of Safety and Security country briefing notes
- Processing of identity cards for civilian and military personnel
- Conduct of baggage inspection and security checks for 10,000 United Nations passengers and 500 tons of cargo per month at the MONUSCO main terminals

External factors

Movement of staff and deployment of operational resources will not be interrupted; vendors, contractors and suppliers will deliver goods, services and supplies, as contracted

Table 4
Human resources: component 3, support

	International staff								
Civilian staff	*USG–ASG*	*D-2–D-1*	*P-5–P-4*	*P-3–P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Conduct and Discipline Team									
Approved posts 2017/18	–	1	4	5	2	**12**	7	2	**21**
Proposed posts 2018/19	–	1	4	5	2	**12**	7	2	**21**
Net change	–	–	–	–	–	–	–	–	–
HIV/AIDS Unit									
Approved posts 2017/18	–	–	1	–	–	**1**	6	2	**9**
Proposed posts 2018/19	–	–	1	–	–	**1**	6	–	**7**
Net change	–	–	–	–	–	–	–	**(2)**	**(2)**
Security and Safety Section									
Approved posts 2017/18	–	–	3	9	84	**96**	382	1	**479**
Proposed posts 2018/19	–	–	5	9	81	**95**	319	1	**415**
Net change	–	–	**2**	–	**(3)**	**(1)**	**(63)**	–	**(64)**
Mission Support Division									
Office of the Director									
Approved posts 2017/18	–	1	6	4	3	**14**	11	2	**27**
Proposed posts 2018/19	–	1	5	5	3	**14**	16	2	**32**
Net change	–	–	**(1)**	**1**	–	–	**5**	–	**5**
Operations and Resources Management									
Approved posts 2017/18	–	1	22	38	107	**168**	275	68	**511**
Proposed posts 2018/19	–	1	21	33	100	**155**	271	67	**493**
Net change	–	–	**(1)**	**(5)**	**(7)**	**(13)**	**(4)**	**(1)**	**(18)**
Service Delivery Management									
Approved posts 2017/18	–	1	14	35	111	**161**	846	171	**1 178**
Proposed posts 2018/19	–	1	15	32	111	**159**	754	170	**1 083**
Net change	–	–	**1**	**(3)**	–	**(2)**	**(92)**	**(1)**	**(95)**
Supply Chain Management									
Approved posts 2017/18	–	1	11	19	89	**120**	353	94	**567**
Proposed posts 2018/19	–	1	11	20	86	**118**	332	96	**546**
Net change	–	–	–	**1**	**(3)**	**(2)**	**(21)**	**2**	**(21)**
Total, Mission Support Division									
Approved posts 2017/18	–	4	53	96	310	**463**	1 485	335	**2 283**
Proposed posts 2018/19	–	4	52	90	300	**446**	1 373	335	**2 154**
Net change	–	–	**(1)**	**(6)**	**(10)**	**(17)**	**(112)**	–	**(129)**

Civilian staff	International staff: USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Total									
Approved posts 2017/18	–	5	61	110	396	**572**	1 880	340	2 792
Proposed posts 2018/19	–	5	62	104	383	**554**	1 705	338	2 597
Net change	–	–	**1**	**(6)**	**(13)**	**(18)**	**(175)**	**(2)**	**(195)**

[a] Includes National Professional Officers and national General Service staff.

HIV/AIDS Unit

United Nations Volunteers: decrease of 2 positions (abolition of 2 positions of United Nations Volunteer)

118. It is proposed to abolish two positions of Medical Officer (United Nations Volunteer) following a functional analysis of priority mandated tasks and in line with the recommendations of the report of the Secretary-General on the strategic review of MONUSCO.

Security and Safety Section

International staff: net decrease of 1 post (establishment of 2 posts (1 P-5 and 1 P-4) and abolition of 3 posts at the Field Service level)

National staff: decrease of 63 posts (abolition of 62 posts at the national General Service level and redeployment of 1 post at the national General Service level to the United Nations Volunteers Unit)

119. It is proposed to establish one post of Chief of Unit, Investigations (P-5), and one post of Deputy Chief of Unit, Investigations (P-4), in the Special Investigations Unit. The Unit ensures that all incidents involving the security and safety of the Mission's personnel, or the loss or damage of valuable United Nations assets, are properly investigated in a timely manner; works to prevent and detect waste, misconduct, abuse and mismanagement; and conducts preliminary fact-finding investigations to substantiate or disprove reports of loss, misconduct or other prohibited activities. The timely finalization of investigations is a key requisite for follow-up action and requires adequate resources in various duty stations. In addition, the Unit is often involved in investigations by the Office of Internal Oversight Services through referrals of complex cases requiring the intervention of professional investigators. MONUSCO had to face an increase in category 1 cases (complex fuel fraud, money laundering, sexual exploitation and abuse, entitlement fraud, misrepresentation, referrals from the Office of Internal Oversight Services, Board of Inquiry cases) as well as an increase in cases involving incidents of loss United Nations property reported by property management. During the 2016/17 period, over 425 cases were reported which has created a significant backlog and burden. The current strength of the Special Investigation Unit is not adequate for a mission of the size of MONUSCO.

120. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish three posts of Security Officer (Field Service) and nine posts of Field Security Guard (national General Service). Following a further review, it is proposed to abolish 40 posts of Field Security Guard (national General Service), nine posts of Field Security Assistant (national General Service), one post of Investigation Assistant (national General Service) and three posts of Fire Safety

Assistant (national General Service), as it has been determined that adequate safety and security services can be provided by the remaining staff.

121. It is also proposed to redeploy one post of Administrative Assistant (national General Service) to the United Nations Volunteers Unit.

Realignment of the organizational structure of Mission Support

122. The restructuring of Mission Support takes into account several developments which led to a change in the functions performed in missions, including the implementation of the supply chain management programme, the expansion of support by shared services centres, the implementation of the Department of Peacekeeping Operations/Department of Field Support environmental strategy and the further development and implementation of Umoja. At the core of Mission support's way of doing business is a commitment to ensuring that field support service delivery is client-oriented and integrated.

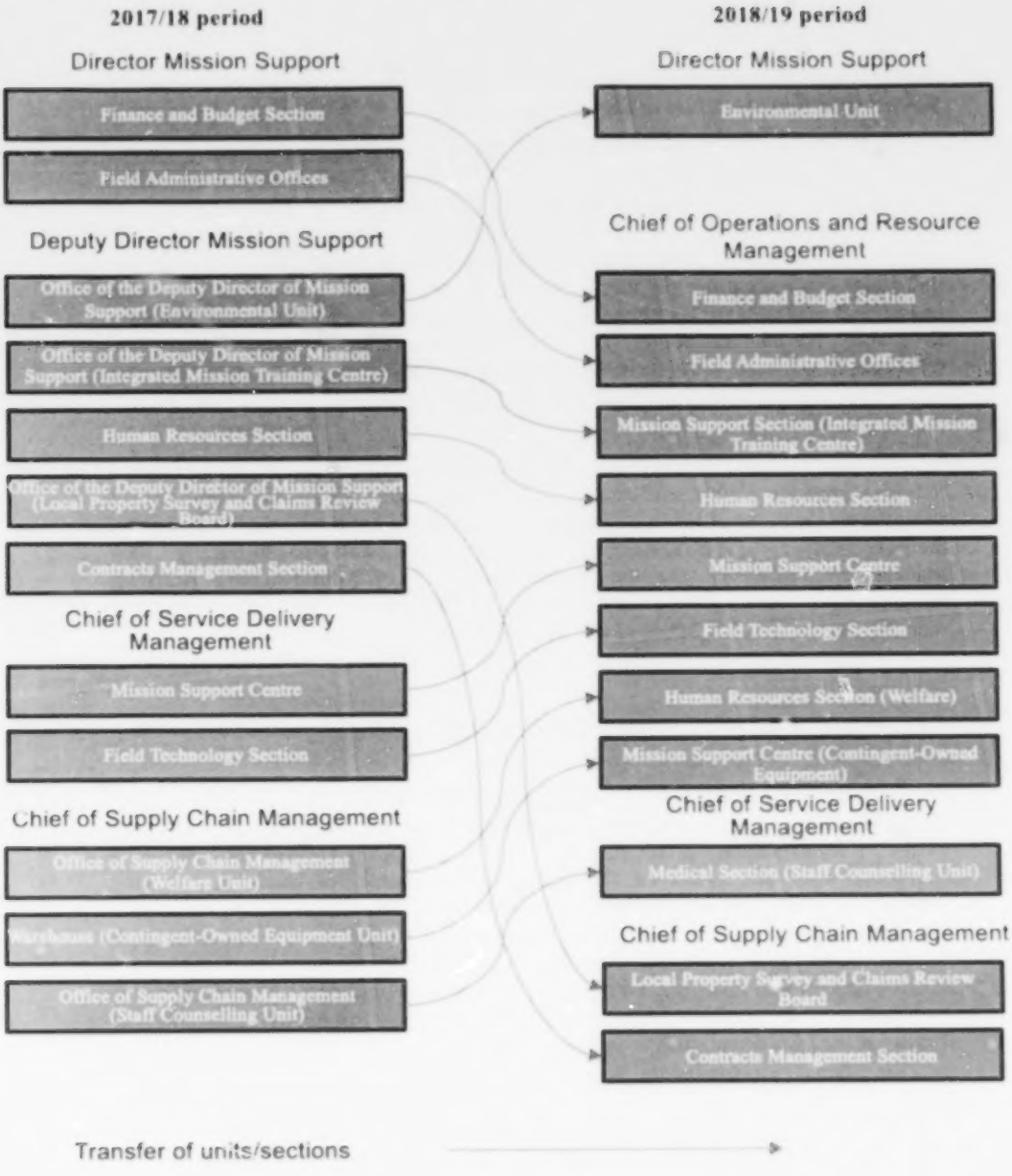
123. The Director of Mission Support is responsible for the effective general management of the human, financial and physical resources allocated to a mission. The Director contributes to the implementation of the Mission mandate by providing the managerial, logistical, technological and administrative support required for fulfilment of the mandate. The Director of Mission Support will have, in addition to an immediate front office in support of her or his responsibilities, several units reporting to her or to him. These units, conducting activities with cross-cutting, coordination, performance, risk and quality assurance characteristics, will include the Environmental Unit; the Aviation Safety Unit; the Audit Response Unit; and the Occupational Safety and Health Unit. The Director of Mission Support is supported by three pillars, namely, operations and resource management; service delivery management; and supply chain management.

124. Operations and Resources Management will bring together strategic and cross-cutting mission support functions with a view to ensuring coherence in forecasting, performance monitoring, planning and coordination related to operational and resourcing activities. The Chief of Operations and Resources Management will oversee, manage and direct the Human Resources Section which will oversee the United Nations Volunteers Unit and the Welfare Unit; the Finance and Budget Section; the Field Technology Section; the Mission Support Centre, which will oversee the Integrated Mission Training Centre and the Contingent-Owned Equipment Unit; and the Field Administrative Offices.

125. Service Delivery Management will be responsible for the provision of key logistics support services to all mission components. The Chief of Service Delivery Management will oversee, manage and direct the Aviation Section; the Transport Section; the Engineering and Facilities Maintenance Section; and the Medical Section, which will oversee the Staff Counselling Unit; and the Life Support Section.

126. Supply Chain Management will be responsible for the planning and execution, monitoring and control, guidance and coordination of all supply chain areas that are integrated on the basis of end-to-end processes. The Chief, Supply Chain Management, will oversee, manage and direct the Acquisition Management Centre; the Procurement Section; the Centralized Warehousing Section, which will oversee the Property Control and Inventory Unit and the Property Disposal Unit; the Contracts Management section; the Local Property Survey and Claims Review Board and the Movement Control Section.

Figure II
Changes in the organizational structure of Mission Support


2017/18 period
Director Mission Support
Finance and Budget Section
Field Administrative Offices
Deputy Director Mission Support
Office of the Deputy Director of Mission Support (Environmental Unit)
Office of the Deputy Director of Mission Support (Integrated Mission Training Centre)
Human Resources Section
Office of the Deputy Director of Mission Support (Local Property Survey and Claims Review Board)
Contracts Management Section
Chief of Service Delivery Management
Mission Support Centre
Field Technology Section
Chief of Supply Chain Management
Office of Supply Chain Management (Welfare Unit)
Warehouse (Contingent-Owned Equipment Unit)
Office of Supply Chain Management (Staff Counselling Unit)
2018/19 period
Director Mission Support
Environmental Unit
Chief of Operations and Resource Management
Finance and Budget Section
Field Administrative Offices
Mission Support Section (Integrated Mission Training Centre)
Human Resources Section
Mission Support Centre
Field Technology Section
Human Resources Section (Welfare)
Mission Support Centre (Contingent-Owned Equipment)
Chief of Service Delivery Management
Medical Section (Staff Counselling Unit)
Chief of Supply Chain Management
Local Property Survey and Claims Review Board
Contracts Management Section
Transfer of units/sections

Office of the Director, Mission Support Division

Office of the Director

International staff: decrease of 2 posts (redeployment 2 posts (1 P-5 and 1 P-4) to the Office of Operations and Resources Management)

National staff: increase of 1 post (redeployment of 1 post at the national General Service level from the Office of Supply Chain Management)

127. It is proposed to redeploy one post of Senior Administrative Officer (P-5) and one post of Administrative Officer (P-4) to the Office of Operations and Resources Management. When the Director of Mission Support and the Deputy Director of Mission Support were based in Goma, the Senior Administrative Officer and the Administrative Officer performed various administrative functions in Kinshasa, including representation of mission support in mission leadership meetings, operational management team meetings, discussions with the United Nations country team and governmental bodies. These functions are now performed by the Front Offices of the Director of Mission Support and the Front Office of the Deputy Director of Mission Support following the transfer of the Director and Deputy Director and their front offices to Kinshasa.

128. It is proposed to redeploy one post of Administrative Assistant (national General Service) from the Office of Supply Chain Management. Following the Mission's reconfiguration in the 2015/16 period and the creation of Supply Chain Management, the posts that were under Administrative Services were transferred to Supply Chain Management. However, the functions of the post of Administrative Assistant remained in the office of the Director of Mission Support. It is therefore proposed to redeploy this post to the Office of the Director of Mission Support.

Environmental Unit

National staff: increase of 2 posts (establishment of 2 posts at the national General Service level)

129. It is proposed to establish two posts of Environmental Assistant (national General Service) to support the implementation of the Environmental Management System, a management system that guides an organization's efforts to control its interaction with and effect on the environment in order to minimize negative environmental impacts and increase the positive environmental impacts, based on a "plan-do-check-act" model which emphasizes continuous improvements through regular audits and management reviews. MONUSCO is piloting this initiative on behalf of other field missions. Once implemented, the Mission will be able to better track and report on its environmental performance. The Environmental Assistants will follow up the implementation of environmental initiatives in field locations, collect data on different environmental aspects and support the Environmental Protection Unit in disseminating environmental information. The increased capacity to collect field data and disseminate environmental information will enhance the mission's effectiveness in implementing a functional Environmental Management System.

Occupational Safety and Health Unit

International staff: increase of 2 posts (establishment of 2 posts (1 P-4 and 1 P-3))

National staff: increase of 2 posts (establishment of 1 post at the National Professional Officer level and of 1 post at the national General Service level)

130. It is proposed to establish two posts of Occupational Safety and Health Officer (1 P-4 and 1 P-3), one post of Associate Occupational Safety and Health Officer

(National Professional Officer) and one post of Occupational Safety and Health Assistant (national General Service). As part of its commitment to maintaining the well-being of staff, the Department of Field Support is formally integrating occupational safety and health management in field missions. Accordingly, MONUSCO is proposing to establish an Occupational Safety and Health Unit reporting to the Office of the Director of Mission Support. The Occupational Safety and Health Unit will assist the Director of Mission Support in improving the safety culture of the Mission; helping to prevent unsafe practices and conditions; and reducing the risk of injury and illness in the workplace. The Unit will also have a prevention and awareness role to motivate staff and supervisors to become actively involved in the Mission's safety and health programme by developing awareness campaigns and training activities and establishing relevant operating procedures.

131. The Occupational Safety and Health Officer (P-4) will head the Unit and will coordinate all of the Mission's efforts in terms of occupational safety and health. The Occupational Safety and Health Officer (P-3) will conduct sensitization campaigns; ensure that staff are trained in workplace safety and health; and build and maintain a preventative safety and health culture throughout the Mission. The Occupational Safety and Health Officer (National Professional Officer) and the Occupational Safety and Health Assistant (national General Service) will put in place a management system to reduce the incidence of work-related injuries and ill health; establish a system of defined workplace safety and health rights, responsibilities and duties; and integrate safety and health considerations into organizational decision-making processes.

Office of the Chief of Operations and Resources Management (formerly office of the Deputy Director of Mission Support)

International staff: increase of 2 posts (redeployment of 2 posts (1 P-5 and 1 P-4) from the Office of the Director of Mission Support)

Reassignment of the post of Deputy Director of Mission Support to Chief of Operations and Resource Management

132. In line with the harmonization of mission support structures in field missions, the post of Deputy Director of Mission Support will be reassigned as Chief of Operations and Resources Management. The pillar of operations and resources management will focus on strategic mission support functions ensuring consistency in forecasting and in performance monitoring, as well as planning and coordination related to management of resources. It will focus on improving quality, speed and efficiency in the delivery of administrative support services.

133. It is proposed to redeploy one post of Senior Administrative Officer (P-5) and one post of Administrative Officer (P-4) from the Office of the Director of Mission Support to establish a Performance Management and Reporting Unit in the Office of Operations and Resources Management. The Unit will (a) develop a comprehensive performance management framework for all sections in the Mission Support Division to enable the Division to evaluate its service delivery on a regular basis; to inform decisions so as to ensure that the Division is providing efficient and effective services in support of the overall mandate of MONUSCO; and to promote a culture of service delivery and client orientation within the Mission, which will allow for continued process improvement; (b) develop and implement the electronic means to support the performance management framework; to establish management and operational reporting requirements; and to enable real-time performance monitoring; (c) review and document procedures to support the business processes within the Division in order to identify opportunities for efficiency improvement; and (d) develop role profiles and analyse skill and knowledge gaps which will inform the Mission's

capacity-building strategy; and work closely with the sections to establish performance management indicators which will enable the Division to contribute to the overall mandate of MONUSCO, as further detailed through the results-based-budgeting framework.

Human Resources Section

International staff: increase of 1 post (establishment of 1 post at the P-4 level)

National staff: net increase of 1 post (establishment of 2 posts at the National Professional Officer level and abolition of 1 post at the national General Service level)

134. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish one post of Human Resources Assistant (national General Service).

135. It is proposed to establish three posts of Human Resources Officer (1 P-4 and two National Professional Officer). Taking into consideration the size and complexity of the mission, the dynamic mandate and the challenges associated with the continuous restructuring of the mission, it is critical that the Human Resources Section be staffed at an appropriate level to address the unique and complex demands that arise. The Human Resources Officer (P-4) will be dedicated to changing the focus of management to address emerging trends such as the after-effects of the implementation of Umoja and the implementation of the new conditions of service; and handle the administration of justice and engage with the national staff association at a time when it is anticipated that staff will increasingly use administration-of-justice procedures to lodge their grievances as the Mission continues to reduce its footprint and consequently its workforce. The Human Resources Officer (National Professional Officer) will be involved in auditing time and attendance records including sick leave, information and records management, human resources information services, human resources metrics, pension, management staff relations, administration of justice, medical insurance, performance management and check-in/check-out process.

United Nations Volunteer Unit

National staff: increase of 4 posts (establishment of 1 post at the national General Service level, redeployment of 1 post at the national General Service level from the Security and Safety Section and redeployment of 2 posts at the national General Service level from the Office of the Chief, Supply Chain Management)

136. It is proposed to establish one post of Administrative Assistant (national General Service), redeploy one post of Administrative Assistant (national General Service) from the Security and Safety Section and redeploy two posts of Team Assistant (national General Service) from the Office of the Chief, Supply Chain Management to formally establish a United Nations Volunteers Unit. The Unit will provide administrative support (administration of United Nations Volunteers in line with the conditions of service and the memorandum of understanding, including benefits and entitlements, contracts and contract extensions), financial support (preparation of payroll for United Nations Volunteers, preparation of entitlements and reimbursements and follow-up on pending payments); and programme support (post planning, follow-up on all submissions, selection, recruitment and development, of candidates/volunteers). The Administrative Assistant (national General Service) will be responsible for human resources and administrative support to United Nations Volunteers in the Mission.

Field Technology Section

International staff: decrease of 5 posts (abolition of 5 posts (2 P-3, 2 P-2 and 1 Field Service))

National staff: decrease of 4 posts (abolition of 1 post at the National Professional Officer level, 2 posts at the national General Service level and redeployment of 1 post at the national General Service level to the Integrated Mission Training Centre)

United Nations Volunteers: decrease of 1 position (abolition of 1 position of United Nations Volunteer)

137. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish one post of Telecommunications Officer (P-3), two posts of Associate Geospatial Information Officer (P-2), one post of Geographic Information Assistant (Field Service), one post of Associate Information Systems Officer (National Professional Officer), one post of Information Systems Assistant (national General Service) and one post of Telecommunications Assistant (national General Service). Following a further review, it is proposed to abolish one post of Telecommunications Officer (P-3) and one position of Information Systems Assistant (United Nations Volunteer), as the functions under the posts can be performed by existing staff.

138. It is proposed to redeploy one post of Training Assistant (national General Service) to the Integrated Mission Training Centre.

Mission Support Centre

International staff: decrease of 1 post (abolition of 1 post at the P-4 level)

National staff: decrease of 3 posts (abolition of 3 posts at the national General Service level)

United Nations Volunteers: decrease of 2 positions (abolition of 2 positions of United Nations Volunteer)

139. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish one post of Logistics Officer (P-4) and three posts of Logistics Assistant (national General Service). Following a further review, it is proposed to abolish two positions of Logistics Officer (United Nations Volunteer), as the functions of the posts can be performed by existing staff.

Integrated Mission Training Centre

National staff: increase of 1 post (redeployment of 1 post at the national General Service level from the Field Technology Section)

United Nations Volunteers: increase of 2 positions (establishment of 2 positions of United Nations Volunteer)

140. It is proposed to redeploy one post of Training Assistant (national General Service) from the Field Technology Section to support the expansion of learning initiatives for Kinshasa-based personnel, particularly the national staff development programme aimed at increasing the knowledge and skills of national staff for greater job efficiency and effectiveness.

141. It is proposed to establish one position of Training Officer (United Nations Volunteer) who will implement the national staff development programme as a critical part of the Mission's exit training strategy. The Training Officer will design tailored training activities for the needs of specific sections in view of the Mission's eventual exit and as means of providing certification to national staff so that they can be more

competitive in the national job market; identify and collaborate with national institutions nationwide in the implementation of the programme; and manage and monitor skills improvement of staff members involved in the programme.

142. It is proposed to establish one position of Training Officer (United Nations Volunteer) who will be responsible for designing, organizing, delivering and monitoring training and drafting reports on the Mission's training programmes so as to ensure that every activity specified and prioritized in the Mission training strategy is achieved. The Training Officer will evaluate the training programmes to identify the impact of training on the job performance of trainees.

Contingent-Owned Equipment Unit

National staff: increase of 1 post (establishment of 1 post at the national General Service level)

143. It is proposed to establish one post of Contingent-Owned Equipment Assistant (national General Service) to strengthen the Contingent-Owned Equipment Unit in western Democratic Republic of the Congo in line with the strategic review and the reconfiguration of the Force and the police which involves a reinforcement of their presence in that part of the country in preparation of the upcoming elections. The Contingent-Owned Equipment Assistant will manage the memorandum of understanding between the United Nations and troop and police contributing countries; carry out periodic inspection of contingent-owned equipment for reimbursement purpose; serve as the focal point between the unit and the Contingent Logistics Officer on matters related to the memorandum of understanding; and advise other sections on what is due to the contingents in line with the memorandum of understanding.

Field Administrative Offices

International staff: decrease of 10 posts (abolition of 8 posts (2 P-4, 1 P-3 and 5 Field Service), redeployment of 1 post at the P-5 level to the Life Support Section and of 1 post at the Field Service level to the Office of the Chief, Service Delivery Management)

National staff: decrease of 4 posts (abolition of 4 posts at the national General Service level)

144. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish one post of Administrative Officer (P-3), five posts of Administrative Assistant (Field Service) and four posts of Team Assistant (national General Service). Following a further review, it is proposed to abolish two posts of Administrative Officer (P-4), as the functions under the posts can be performed by existing staff.

145. It is proposed to redeploy one post of Senior Administrative Officer (P-5) to the Life Support Section and one post of Administrative Officer (Field Service) to the Office of the Chief, Service Delivery Management.

Office of the Chief of Service Delivery Management

International staff: increase of 1 post (redeployment of 1 post at the Field Service level from the Field Administrative Offices)

146. It is proposed to redeploy one post of Administrative Officer (Field Service) from the Field Administrative Offices to serve as the focal point and principal coordinator between MONUSCO and the United Nations Office for Project Services (UNOPS). The functions under the post include coordinating the requirements arising from all of the Mission's components; reviewing requests in line with the financial

agreement and available resources; managing contract relationships with UNOPS and the Contracts Management Section; providing support in the drafting of the memorandum of understanding, financial agreement and other engagement instruments with UNOPS; taking part in negotiations, meetings and follow-up with UNOPS and other key stakeholders on relevant issues; working closely with UNOPS and the Contracts Management Section to ensure a smooth project implementation, including providing input to implementation plans, cost analysis and modifications, identification of milestones and other performance indicators; monitoring and implementing suitable corrective actions, if needed; and following up and acting on audit recommendations; conducting regular appraisal and assessments of outsourced services, including identifying issues or potential risks and areas for improvement.

Transport Section

National staff: decrease of 9 posts (abolition of 3 posts at the National Professional Officer level and 6 posts at the national General Service level)

147. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish one post of Transport Assistant (national General Service), two posts of Vehicle Technician (national General Service), two posts of Heavy Vehicle Operator (national General Service) and one post of Team Assistant (national General Service). Following a further review, it is proposed to abolish three posts of Transport Officer (National Professional Officer), as the functions under the post can be performed by existing staff.

Aviation Section

International staff: decrease of 2 posts (abolition of 2 posts (1 P-2 and 1 Field Service))

National staff: decrease of 5 posts (abolition of 5 posts at the national General Service level)

148. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish one post of Associate Air Operations Officer (P-2) and six posts of Air Operations Assistant (1 Field Service and 5 national General Service).

Medical Section

National staff: decrease of 2 posts (abolition of 2 posts at the national General Service level)

United Nations Volunteers: decrease of 1 position (redeployment of 1 position of United Nations Volunteer to the Centralized Warehouse)

149. It is proposed to abolish two posts of Supply Assistants (national General Service) due to the closing of the Kisangani office and to redeploy one position of Administrative Assistant (United Nations Volunteer) to the Centralized Warehouse.

Counselling Services Unit

National staff: increase of 1 post (establishment of 1 post at the national General Service level)

150. It is proposed to establish one post of Team Assistant (national General Service) to provide administrative support, as this capacity does not currently exist in the Unit.

Engineering and Facilities Maintenance Section

International staff: decrease of 1 post (abolition of 1 post at the P-2 level)

National staff: decrease of 75 posts (abolition of 75 posts (2 National Professional Officers and 73 national General Service))

151. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish 1 post of Associate Administrative Officer (P-2), 1 post of Engineer (National Professional Officer), 14 posts of Electrician (national General Service), 10 posts of Facilities Management Assistant (national General Service), 2 posts of Heavy Machine Operator, 6 posts of Supply Assistant (national General Service), 2 posts of Water and Sanitation Assistant (national General Service), 10 posts of Generator Mechanic (national General Service), 2 posts of Plumber (national General Service), 6 posts of Mason (national General Service), 7 posts of Carpenter (national General Service), 2 posts of Heating, Ventilation and Air Conditioning Assistant (national General Service), 2 posts of Welder (national General Service), 3 posts of Construction and Maintenance Worker (national General Service), 1 post of Administrative Assistant (national General Service) and 1 post of Team Assistant (national General Service). Following a further review, it is proposed to abolish one post of Associate Engineer (National Professional Officer), one post of Facilities Management Assistant (national General Service), two posts of Supply Assistant (national General Service), one post of Finance and Budget Officer (national General Service) and one post of Team Assistant (national General Service), as the functions under the posts can be performed by existing staff.

Life Support Section

International staff: no net changes (abolition of 1 post at the P-3 level and redeployment of 1 post at the P-5 level from the Field Administrative Offices)

National staff: decrease of 2 posts (abolition of 2 posts at the national General Service level)

152. It is proposed to abolish one post of Supply Officer (P-3), one post of Supply Assistant (national General Service) and one post of Fuel Assistant (national General Service), as the functions under the posts can be performed by existing staff.

153. It is proposed to redeploy one post of Senior Administrative Officer (P-5) from the Field Administrative Offices. The Life Support Section, which is the only section in the Mission Support Division without supervision at the P-5 level, manages the rations and fuel operations. It plans and coordinates rations inspections and liaises with contingents to evaluate rations quality and timeliness of delivery; and is responsible for the provision of aviation and diesel fuel, gasoline, oil and lubricants, drinking water and food rations; and for the provision and distribution of general supplies, including furniture, stationery, cleaning supplies, accoutrements and other miscellaneous supplies. In view of the overall responsibility and role of the Section, it is proposed to strengthen its managerial capacity. The Chief, Life Support Section will be responsible for managing (a) major turnkey contracts for fuel, food rations and general services; and (b) financial and human resources amounting to $120 million and 114 personnel. The Chief of Section will provide managerial and technical leadership and will work to improve quality assurance and fraud prevention.

Office of the Chief, Supply Chain Management

National staff: decrease of 5 posts (abolition of 1 post at the national General Service level, redeployment of 1 post at the national General Service level to the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator), redeployment of 1 post at the national General Service level to the Office of the Director of Mission Support and redeployment of 2 posts at the national General Service level to the United Nations Volunteers Unit)

154. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish one post of Administrative Assistant (national General Service).

155. It is proposed to redeploy one post of Driver (national General Service) to the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator), one post of Administrative Assistant (national General Service) to the Office of the Director of Mission Support and two posts of Team Assistant (national General Service) to the United Nations Volunteers Unit.

Acquisition Planning Cell

International staff: increase of 1 post (establishment of 1 post at the P-3 level)

National staff: increase of 2 posts (establishment of 2 posts at the national General Service level)

United Nations Volunteers: increase of 1 position (establishment of 1 position of United Nations Volunteer)

156. It is proposed to establish one post of Acquisition Planning Officer (P-3) and three posts of Acquisition Planning Assistant (two national General Service and one United Nations Volunteer) to ensure the full implementation of the Supply Chain Management. During the implementation of the global field support strategy, the Acquisition Planning Cell was created to provide acquisition planning and forecasting. In line with the new Mission support structure, the Cell will now also include a Requisitioning Unit to play a supporting role in the acquisition process in terms of acquisition planning, requisitioning and contract performance evaluation on behalf of technical units in Service Delivery. The Acquisition Planning Officer (P-3) will coordinate and monitor all aspects of the MONUSCO supply chain to ensure a continuous supply of goods and services to meet operational requirements; oversee the requisitioning processes for the self-accounting units, in accordance with the acquisition plan; and be responsible for raising shopping carts and following up with the technical units on technical specifications for requirements to ensure that client requirements are met. The Acquisition Planning Assistants (2 national General Service and 1 United Nations Volunteer) support the preparation of the yearly acquisition plan; prepare requisitions in accordance with the MONUSCO acquisition plan; monitor the status of requisitions and procurement; ensure that acquisition actions are properly recorded; and maintain relevant databases and files.

Procurement Section

International staff: decrease of 1 post (abolition of 1 post at the Field Service level)

National staff: no net change (abolition of 1 post at the national General Service level and redeployment of 1 post at the National Professional Officer level from the Central Warehouse)

157. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish one post of Procurement Officer (Field Service). Following a

further review, it is proposed to abolish a post of Procurement Assistant (national General Service), as the functions under the post can be performed by existing staff.

158. It is proposed to redeploy one post of Procurement Officer (National Professionall Officer) from the Central Warehouse.

Centralized Warehousing

National staff: decrease of 9 posts (abolition of 8 posts at the national General Service level and redeployment of 1 post at the National Professional Officer level to the Procurement Section)

United Nations Volunteers: increase of 1 position (redeployment of 1 position of United Nations Volunteer from the Medical Section)

159. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish seven posts of Logistics Assistant (national General Service) and one post of Supply Assistant (national General Service).

160. It is proposed to redeploy one position of Administrative Assistant (United Nations Volunteer). With the implementation of the global field support strategy, the medical warehouse is operating under the Centralized Warehouse. It is therefore proposed to redeploy this position from the Medical Section. It is also proposed to redeploy one post of Procurement Officer (National Professional Officer) to the Procurement Section.

Property Control and Inventory Unit

National staff: decrease of 1 post (abolition of 1 post at the national General Service level)

161. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish one post of Property Control and Inventory Assistant (national General Service).

Contracts Management Section

International staff: decrease of 1 post (abolition of 1 post at the Field Service level)

National staff: decrease of 1 post (abolition of 1 post at the national General Service level)

162. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish one post of Contracts Management Assistant (Field Service) and one post of Administrative Assistant (national General Service).

Movement Control Section

International staff: decrease of 1 post (abolition of 1 post at the Field Service level)

National staff: decrease of 7 posts (abolition of 7 posts at the national General Service level)

163. In line with the comprehensive staffing review conducted during the 2017/18 period, it is proposed to abolish one post of Movement Control Assistant (Field Service), six posts of Movement Control Assistant (national General Service) and one post of Mail Assistant (national General Service).

II. Financial resources

A. Overall

(Thousands of United States dollars, budget year is 1 July to 30 June)

Category	Expenditure (2016/17) (1)	Apportionment (2017/18) (2)	Cost estimates (2018/19) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Military and police personnel					
Military observers	31 197.8	26 964.5	35 493.6	8 529.1	31.6
Military contingents	491 624.7	482 541.2	470 795.6	(11 745.6)	(2.4)
United Nations police	20 463.7	19 974.7	20 113.1	138.4	0.7
Formed police units	30 597.9	31 537.2	33 399.1	1 861.9	5.9
Subtotal	**573 884.1**	**561 017.6**	**559 801.4**	**(1 216.2)**	**(0.2)**
Civilian personnel					
International staff	167 228.1	148 537.7	136 518.3	(12 019.4)	(8.1)
National staff	111 278.2	98 039.0	92 903.7	(5 135.3)	(5.2)
United Nations Volunteers	22 066.9	20 005.6	19 442.2	(563.4)	(2.8)
General temporary assistance	1 825.2	728.2	7 251.7	6 523.5	895.8
Government-provided personnel	3 429.0	2 863.1	2 863.1	–	–
Subtotal	**305 827.4**	**270 173.6**	**258 979.0**	**(11 194.6)**	**(4.1)**
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants and consulting services	883.1	637.0	1 170.5	533.5	83.8
Official travel	10 076.5	4 736.1	5 451.3	715.2	15.1
Facilities and infrastructure	58 405.3	53 444.4[a]	61 137.2	7 692.8	14.4
Ground transportation	17 357.3	16 812.2	17 858.24	1 046.0	6.2
Air operations	172 867.4	143 246.8	154 210.3	10 963.5	7.7
Marine operations	196.9	28.8	27.4	(1.4)	(4.9)
communications and information technology	42 086.4	35 981.6[b]	36 506.8	525.2	1.5
Medical	2 280.6	2 266.4	2 073.7	(192.7)	(8.5)
Special equipment	–	–	–	–	–
Other supplies, services and equipment	48 710.1	51 503.6[c]	54 753.0	3 249.4	6.3
Quick-impact projects	1 868.1	2 000	1 500.0	(500.0)	(25.0)
Subtotal	**354 731.7**	**310 656.9**	**334 688.4**	**24 031.5**	**7.7**
Gross requirements	**1 234 443.2**	**1 141 848.1**	**1 153 468.8**	**11 620.7**	**1.0**
Staff assessment income	30 839.5	28 850.5	27 429.0	(1 421.5)	(4.9)
Net requirements	**1 203 603.7**	**1 112 997.6**	**1 126 039.8**	**13 042.2**	**1.2**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**1 234 443.2**	**1 141 848.1**	**1 153 468.8**	**11 620.7**	**1.0**

[a] The original apportionment approved for facilities and infrastructure was $52,495,600. The figure includes an amount of $948,800 to constitute a comparable base with 2018/19 cost estimates.

[b] Represents the combined apportionment approved for communication and information technology to constitute a comparable base with 2018/19 cost estimates.

[c] The original apportionment approved for other supplies, services and equipment was $52,452,400. The figure excludes an amount of $948,800 to constitute a comparable base with 2018/19 cost estimates.

B. Non-budgeted contributions

164. The estimated value of non-budgeted contributions for the period from 1 July 2018 to 30 June 2019 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	24 007.0
Total	**24 007.0**

[a] Inclusive of estimated rental value of government-provided land and facilities, as well as landing rights at airports, airport fees and embarkation/disembarkation fees.

C. Efficiency gains

165. The cost estimates for the period from 1 July 2018 to 30 June 2019 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Generator fuel	328.0	Connection to the local power grid of MONUSCO camps in Himbi and Sake; Rwindi, Kiwanja; Goma Airport terminal (MONUSCO part); South Kivu brigade in Goma; and Munigy company operating base, all of which were powered by heavy-duty generators on a 24/7 basis. With the improvement of the network of the local electrical distribution company and Virunga hydropower plant, MONUSCO will continue to upgrade its electrical power system and connect to the city power. This will result in savings on the diesel fuel consumed and on spare parts for the maintenance of generators and will reduce carbon emissions, which is in line with the "Greening the blue" initiative.
Total	**328.0**	

D. Vacancy factors

166. The cost estimates for the period from 1 July 2018 to 30 June 2019 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2016/17*	*Budgeted 2017/18*	*Projected 2018/19*
Military and police personnel			
Military observers	37.9	38.0	17.6
Military contingents	14.8	4.1	4.2
United Nations police	17.6	18.0	18.0
Formed police units	0.1	1.0	0.5
Civilian personnel			
International staff	12.1	18.0	18.0[b]

Category	Actual 2016/17	Budgeted 2017/18	Projected 2018/19
National staff			
National Professional Officers	19.7	22.0	22.0
National General Service staff	6.8	10.5	10.5
United Nations Volunteers			
International	11.3	12.9	12.9
National	81.8	12.9	35.2
Temporary positions[b]			
International staff	–	50.0	18.0
National Professional Officers	–	–	22.0
National General Service staff	–	–	16.5
Government-provided personnel	35.6	50.0	50.0

[a] A 50 per cent vacancy rate has been applied to new posts.
[b] Funded under general temporary assistance.

167. The application of vacancy rates with respect to the computation of personnel costs is based on actual personnel deployment for the 2016/17 financial period and the first half of the 2017/18 period, as well as the expenditure pattern of the Mission.

E. Contingent-owned equipment: major equipment and self-sustainment

168. Requirements for the period from 1 July 2018 to 30 June 2019 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of $144,148,600 as follows:

(Thousands of United States dollars)

	Estimated amount		
Category	Military contingents	Formed police units	Total
Major equipment	64 680.1	5 893.6	70 573.7
Self-sustainment	69 749.0	3 825.9	73 574.9
Total	**134 429.1**	**9 719.5**	**144 148.6**

Mission factors	Percentage	Effective date	Last review date
A. Applicable to Mission area			
Extreme environmental condition factor	1.8	1 April 2014	18 February 2014
Intensified operational condition factor	2.9	1 April 2014	18 February 2014
Hostile action/forced abandonment factor	3.7	1 April 2014	18 February 2014
B. Applicable to home country			
Incremental transportation factor	0–3.5		

F. Training

169. The estimated resource requirements for training for the period from 1 July 2018 to 30 June 2019 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	9.9
Official travel	
Official travel, training	933.3
Other supplies, services and equipment	
Training fees, supplies and services	294.1
Total	**1 237.3**

170. The number of participants planned for the period from 1 July 2018 to 30 June 2019, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2016/17	*Planned 2017/18*	*Proposed 2018/19*	*Actual 2016/17*	*Planned 2017/18*	*Proposed 2018/19*	*Actual 2016/17*	*Planned 2017/18*	*Proposed 2018/19*
Internal	1 978	2 755	2 145	2 696	3 916	2 519	12 780	7 503	15 885
External[a]	77	93	51	14	31	12	8	8	14
Total	**2 055**	**2 848**	**2 196**	**2 710**	**3 947**	**2 531**	**12 788**	**7 511**	**15 899**

[a] Includes United Nations Logistics Base in Entebbe, Uganda, and outside the Mission area.

171. The planned training activities for the 2018/19 period consist of 196 courses for 4,727 staff participating, which will continue to focus on ensuring that training is used as a tool for mandate implementation; increased compliance with mandatory training courses, which continuously increase in number; and the capacity-building of national staff linked to the Mission's shift away from longer-term institution-building. The training requirements recommended by the Board of Auditors for police and military personnel, including child protection and conflict-related sexual violence training, will be further reinforced. The Training Unit will assist substantive sections in delivering training on conflict management and resolution. Staff members assuming Umoja roles will be trained online. To maintain cost-effectiveness, the Mission will prioritize the training of trainers to increase its in-house capacity and ensure that more staff members are trained using the Integrated Mission Training Centre and Umoja Local Process Experts. On-the-job training, coaching and mentoring, which have been successful in the past, will be continued in the 2018/19 period with additional external assistance. The certification training, including dangerous goods and firearms certification, will continue to be prioritized, and participants are expected to transfer knowledge to other staff members. Learning and the upgrading of skills will continue in field offices and various locations through package training.

172. The Mission will continue to emphasize on-the-job training as a cost-effective means of increasing the number of staff trained in courses related to mission support, security sector reform, the peace process, the protection of civilians and stabilization. Participation by Mission personnel in training activities at the United Nations Global Support Centres in Valencia, Brindisi and the Regional Support Centre in Entebbe, Uganda, and at other locations will cover support functions related to transportation, information technology and communications, engineering, human resources, procurement management, security and medical care, as well as substantive areas,

such as disarmament, demobilization and reintegration repatriation and resettlement, electoral support, gender, the rule of law, corrections, civil affairs and political affairs. In addition, the Mission will aim towards outsourcing the language classes in an effort to adhere to directives and ensure the continued quality of this important job-related training. The training of various categories of staff will enhance service delivery, improve technical and professional skills and ensure better support for the various components of the Mission.

G. Disarmament, demobilization and reintegration

173. The estimated resource requirements for disarmament, demobilization and reintegration for the period from 1 July 2018 to 30 June 2019 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Facilities and infrastructure	
Rental of premises	155.0
Construction, alteration, renovation and major maintenance	300.0
Ground transportation	
Rental of vehicles	140.0
Fuel	
Communications	
Acquisition of mobile radios	450.0
Medical	
Medical services	100.0
Medical supplies	100.9
Other supplies, services and equipment	
Rations, other	500.0
Non-food items	250.0
External freight	200.0
Community violence reduction programmes	5 884.0
Total	**8 079.9**

174. In the 2017/18 period, the Mission's disarmament, demobilization, and reintegration/repatriation and resettlement programme will contribute to the protection of civilians through a parallel focus on the disarmament, demobilization, and reintegration of ex-combatants and the disengagement of other violent actors from their respective armed groups such as criminal gangs and self-defence groups, through a community violence reduction approach.

175. The strategy will entail existing activities dedicated to removing combatants and their weapons from the theatre of violence in support of the national disarmament, demobilization and reintegration programme, complemented by disarmament, demobilization and reintegration and community violence reduction projects fostering social cohesion and strengthening the social contract within communities vulnerable to and victimized by high levels of armed violence.

176. Disarmament, demobilization and reintegration and community violence reduction projects will contribute to increased stability and security by mobilizing communities and local authorities to partner with security institutions to dialogue on

the security threats that they commonly face and jointly identify approaches for community-driven and state-supported sustainable solutions within a framework of risk factor mitigation and reduction of the variables that favour potential perpetrator recourse to violence and crime.

177. During the 2018/19 period, disarmament, demobilization and reintegration/repatriation efforts within the context of encouraging voluntary surrender, disarmament and demobilization of combatants will include targeted multimedia information, sensitization and outreach campaigns and cooperation with military operations against armed groups. MONUSCO expects to facilitate the demobilization of 1,000 Congolese ex-combatants and other armed actors (inclusive of children associated with armed groups) and repatriation of 700 foreign combatants and dependants.

178. The development and implementation of 40 disarmament, demobilization, and reintegration and community violence reduction projects will concomitantly facilitate the disengagement of perpetrators from armed groups and their reinsertion within their communities of origin; and strengthen the local community capacity to build an environment secure from armed violence.

H. Mine detection and mine-clearing services

179. The estimated resource requirements for mine detection and mine-clearing services for the period from 1 July 2018 to 30 June 2019 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Other supplies, services and equipment	
Mine detection and mine-clearing services	2 833.8

180. In the 2018/19 period, the Mission will continue to secure the disposal of explosive hazards resulting from ongoing military operations to neutralize armed groups, through: (a) survey, clearance and disposal of explosive hazards to reinforce the protection of civilians; and (b) the assessment and destruction of unserviceable ammunition.

I. Other programmatic activities

181. The estimated resource requirements for other programmatic activities for the period from 1 July 2018 to 30 June 2019 are as follows:

(Thousands of United States dollars)

Category	*Proposed amount*
Rule of law/security institutions	400.0
Community stabilization projects	1 429.5
Civilian arms control programme	1 000.0
Total	**2 829.5**

182. The proposed resources for programmatic activities in the 2018/19 period will support mandate implementation in critical areas. A programme will seek to reinforce prison security in line with the new orientation of the Mission's corrections support

aimed at the protection of civilians, by improving detention conditions in two high-risk prisons and training 100 prison staff ($242,000). A programme will support the implementation of the Joint Justice Support Programme by the Government of the Democratic Republic of the Congo, UNDP and MONUSCO. The focus will be on reinforcing the criminal justice chain in five selected areas in the eastern part of the country and support to the Conseil supérieur de la magistrature in the improvement of the administration of justice through inspection visits to justice institutions ($158,000). One programme will seek to reinforce the protection of civilians through early warning, conflict prevention and enhanced participatory governance by improving the capacity of local protection security committees ($1,429,500). Another programme will seek to enhance the fight against the proliferation of small arms and light weapons by better assessing the threat across the country and assisting national security institutions through risk education in conflict-affected communities ($1,000,000).

J. Quick-impact projects

183. The proposed resource requirements for quick-impact projects for the period from 1 July 2018 to 30 June 2019, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2016 to 30 June 2017 (actual)	1 868.1	79
1 July 2017 to 30 June 2018 (approved)	2 000.0	70
1 July 2018 to 30 June 2019 (proposed)	1 500.0	60

184. The proposed resource requirements for the 2018/19 period are based on a review of requirements in the eastern provinces where the Mission is mainly operating as well as the Kasai region where episodes of violence necessitated the deployment of Force contingents and an upscaling of operations managed by the MONUSCO office in Kananga and the sub-office in Mbuji-Mayi. The continuation of quick-impact projects will remain essential to the continuation of efforts to improve the acceptance of the Mission's presence by the Congolese population, the implementation of the Mission mandate and the peace process. In addition, the implementation of quick-impact projects will continue to be an effective confidence-building tool shared between the Congolese population and MONUSCO through the joint design and execution of projects that address immediate needs of communities in areas where MONUSCO has established a presence focused on protecting civilians and promoting rule of law initiatives. Among the beneficiaries are vulnerable groups in areas prone to human rights violations and an increase in conflict dynamics, including the risk of ethnic conflict and conflict-related sexual violence. Quick-impact projects have had a positive impact at the community level and have increased the level of trust established between the population and the authorities.

185. In the 2018/19 period, the quick-impact projects will include opening key road and bridges to facilitate both the movement of populations and their economic and agricultural activities; construction or rehabilitation of critical health centres, school buildings, vocational training centres and water points; provision of light in rural communities through the installation of solar panels or by repairing small power production equipment; and rehabilitation of prisons, judicial buildings and national police and administration buildings.

III. Analysis of variances[2]

186. The standard terms applied with respect to the analysis of resource variances in the present section are defined in annex I.B to the present report. The terminology used is the same as that used in previous reports.

	Variance	
Military observers	$8 529.1	31.6%

- **Management: change in vacancy rates**

187. The main factor contributing to the variance under this heading is a lower proposed vacancy rate of 17.6 per cent in the 2018/19 period compared with an approved vacancy rate of 38.0 per cent in the 2017/18 period. The lower vacancy rate is due to the inclusion of military staff officers under this heading. Military staff officers, who were budgeted under military contingents in the 2017/18 period, are budgeted under military observers in the 2018/19 period, as they have the same entitlements as military observers.

	Variance	
Military contingents	($11 745.6)	(2.4%)

- **Management: increased inputs and outputs**

188. The main factors contributing to the variance under this heading are (a) the absence of provisions for mission subsistence allowance and travel for military staff officers, as entitlements related to military staff officers are now being budgeted under military observers rather than under military contingents; (b) the lower provision for freight, as a lower amount of contingent-owned equipment is expected to be deployed, repatriated or rotated in the 2018/19 period; (c) lower requirements for travel of troops due to the estimated average cost of $1,148 per round trip compared with the estimated average cost of $1,448 per round trip in the 2017/18 period; and (d) reduced requirements for contingent-owned equipment: major equipment due to a lower serviceability in the 2018/19 period compared with the 2017/18 period and the repatriation of an infantry battalion and a signal intelligence unit in the 2017/18 period.

189. The overall reduction in requirements is offset in part by: (a) increased requirement for rations mainly due to a provision of $10 million for mobilization fees in the new ration contract; (b) additional requirement for contingent-owned equipment: self-sustainment due to the improved performance compared to standards set in the memorandum of understanding; and (c) lower deductions in the 2018/19 period for absent or non-functional contingent-owned major equipment against troop reimbursement compared to the 2017/18 period.

	Variance	
United Nations police	$138.4	0.7%

- **External: change in ticket prices**

190. The main factor contributing to the variance under this heading is the higher estimated average cost of $2,375 per round trip compared with an estimated average cost of $2,175 per round trip in the 2017/18 period.

[2] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
Formed police units	$1 861.9	5.9%

- **Management: increased inputs and outputs**

191. The main factors contributing to the variance under this heading are (a) the deployment of 13 additional armoured personnel carriers for increase mobility and for effective crowd control; and (b) lower deductions in the 2018/19 period for absent or non-functional contingent-owned major equipment against formed police units of reimbursement, in accordance with General Assembly resolution 67/261, compared with the 2017/18 period.

	Variance	
International staff	($12 019.4)	(8.1%)

- **Management: abolition of posts**

192. The main factors contributing to the variance under this heading are (a) the proposed abolition of 56 international posts, creation of 24 international posts, nationalization of 7 international posts and conversion of 15 international posts to general temporary assistance, resulting in a net reduction of 54 posts; and (b) changes in the estimated monthly average salary costs applied for the 2018/19 period.

	Variance	
National staff	($5 135.3)	(5.2%)

- **Management: abolition of posts**

193. The main factor contributing to the variance under this heading is the proposed abolition of 240 national posts (7 National Professional Officers and 233 national General Service), creation of 26 national posts (13 National Professional Officers and 13 national General Service), nationalization of 7 posts (4 National Professional Officers and 3 national General Service) and conversion of 83 posts at the national General Service level to general temporary assistance, resulting in a net abolition of 290 posts (300 national General Service offset by the net establishment of 10 National Professional Officer posts). The overall decrease in requirements is offset in part by an increase in the estimated monthly average salary costs applied for the 2018/19 period.

	Variance	
United Nations Volunteers	($563.4)	(2.8%)

- **Cost parameters: change in living allowances**

194. The main factor contributing to the variance under this heading is a reduction in the average living and family allowance from $2,660 per month applied in the 2017/18 period to $2,414 per month for the 2018/19 period in the Democratic Republic of the Congo and from $2,559 per month applied in the 2017/18 period to $2,306 per month for the 2018/19 period in Uganda. The overall decrease in requirements is offset in part by a higher cost of home visit from $2,300 applied in the 2017/18 period to $3,696 for the 2018/19 period.

	Variance	
General temporary assistance	$6 523.5	895.8%

- **Management: conversion of posts to general temporary assistance**

195. The main factor contributing to the variance under this heading is the conversion of 98 posts, from international and national staff to general temporary assistance in the Disarmament, Demobilization and Reintegration Section.

	Variance	
Consultants and consulting services	$533.5	83.8%

- **Management: reduced inputs and outputs**

196. The main factor contributing to the variance under this heading is the additional provision for five experts, one Senior Coordinator/Team Leader and four arms embargo experts who will provide specialized skills required to monitor the arms embargo in accordance with Security Council resolution 2348 (2017), analyse illicit trafficking of arms and provide actionable intelligence in hotspot areas and where the Mission has ongoing operations, namely, Bunia, Beni, Goma, Bukavu. The experts will collect information pertaining to embargo violations, such as illicit weapon and ammunition transfers into and out of the Democratic Republic of the Congo, with a specific focus on transfers undertaken by armed groups.

	Variance	
Official travel	$715.2	15.1%

- **Management: increased inputs and outputs**

197. The main factor contributing to the variance under this heading is the implementation of the new concept of protection through projection, which requires more travel for the mobile teams.

	Variance	
Facilities and infrastructure	$7 692.8	14.4%

- **Management: increased inputs and outputs**

198. The main factors contributing to the variance under this heading are (a) the replacement of aged prefabricated buildings; (b) the acquisition of 11 standing combat deployment kits to ensure a more mobile Force; (c) the replacement of worn-out and aged tents to enable support to rapid military deployments in accordance with the protection-through-projection concept of operations; and (d) the replacement of aged prefabricated ablution units. No units were replaced in the last two financial periods owing to the absence of a system contract; (e) an increase in electricity consumption, as more of the Mission's facilities are being connected to a city electrical power grid every year, including, in the 2018/19 period, in Goma, Uvira and Bunia; (f) the expansion of outsourced cleaning and janitorial services from four locations in the 2017/18 period to 10 locations in the 2018/19 period; and (g) the acquisition of additional field defence supplies, including chain links, iron angle pickets, concertina wire and corrugated galvanized iron sheets to support mobile military operations.

199. The increased requirements under construction projects are due mainly to (a) the implementation of the environmental policy which requires improvements in the development of sewage treatment systems and the upgrading of electrical systems in various locations to reduce carbon emission; (b) the expansion of the Beni-Mavivi

airport runway (including aprons and taxiways) to facilitate military operations, taking into account the deteriorating security situation in the region; (c) the hard surfacing of roads, yards and walkways in the Entebbe support base to allow the safe and convenient movement of vehicular and pedestrian traffic; and (d) the maintenance of standing combat deployment (SCD) kits.

200. The overall increase in requirements is offset in part by reduced requirements for (a) fuel due to a reduction in consumption, as more of the Mission's facilities are being connected to city electrical power grids, and to a reduction in operations and maintenance fees, as the number of fuel distribution points has decreased; and (b) security services following the closure or scaling down of a number of offices, namely, in Kampala, Kamina, Kigali and Kisangani.

		Variance	
Ground transportation	$1 046.0	6.2%

- **External: change in fuel prices**

201. The main factors contributing to the variance under this heading are (a) an increase in daily fuel consumption; (b) an increase in fuel support to the Congolese national police; (c) an increase in the cost of fuel per litre from $0.81 per litre applied in the 2017/18 period to $0.85 per litre in the 2018/19 period for diesel and from $0.78 per litre applied in the 2017/18 period to $0.83 per litre in the 2018/19 period for petrol; and (d) increased requirements for spare parts due mainly to the fact that 78 per cent of the fleet is composed of vehicles that are beyond their economic life and require extensive repairs. The overall increase in requirements is offset in part by a reduction in acquisitions following the one-time purchase of vehicle workshop equipment in the 2017/18 period.

		Variance	
Air operations	$10 963.5	7.7%

- **Management: increased inputs and outputs**

202. The main factors contributing to the variance under this heading are (a) changes in the composition of the rotary-wing fleet to tailor its composition to military operating requirements, which resulted in the addition of four MI-24 protection/defence helicopters and one MI-26 helo heavy aircraft, and to the discontinuation of three Rooivalk protection/attack helicopters and two MI-8MT helo medium aircraft; (b) an increase in jet fuel consumption due to the addition of two heavy cargo aircraft to support the increased mobility needs of the Force, one IL-76 fixed-wing heavy cargo aircraft with a fuel consumption of 9,800 litres per flight hour and one Mi-26 rotary-wing heavy cargo with a fuel consumption of 52,600 litres per flight hour; (c) an increase in the budgeted cost of fuel from $0.77 per litre applied in the 2017/18 period to $0.83 per litre in the 2018/19 period; (d) the new contract for the unmanned aerial system; (e) and the outsourcing of airport services, including emergency crash-and-rescue services, meteorology and foreign object debris removal.

203. The overall increase in requirements is offset in part by the reconfiguration of the fixed-wing fleet to tailor its composition to military operations requirements which resulted in a reduction of the number of fixed-wing aircraft from 14 in the 2017/18 period to 11 in the 2018/19 period through the replacement of three B-1900 passenger aircraft with one DHC-8 passenger aircraft and the discontinuation of one L-382 cargo aircraft.

	Variance	
Communications and information technology	$525.2	1.5%

- **Management: increased inputs and outputs**

204. The main factors contributing to the variance under this heading are (a) the need to achieve the required capacity to manage the connectivity of corporate applications and prepare for cloud-based applications; (b) an increase in video-teleconference connectivity; and (c) the need to use commercial providers for locations where low latency cannot be used. The overall increased requirements are largely offset by (a) a reduction in acquisitions following a one-time purchase of a voice over Internet Protocol system to replace the obsolete landline Private Automatic Branch Exchange (PABX) system in the 2017/18 period; (b) a reduction in the number of user/client computer devices from 6,539 to 6,089; (c) the provision of videoconference services in Entebbe in-house in the 2018/19 period rather than, as previously, through an implementing partner; and (d) the lower requirements for public information services, as the public information and outreach goals can be met with a lower number of magazines, booklets, posters and other promotional materials.

	Variance	
Medical	($192.7)	(8.5%)

- **Management: same inputs and outputs**

205. The main factor contributing to the variance under this heading is the reduction in the requirements for drugs and blood based on the historical experience and examination of the number of staff to be covered, usage in previous periods and the projected level of inventory holdings.

	Variance	
Other supplies, services and equipment	$3 249.4	6.3%

- **Management: increased inputs and outputs**

206. The main factors contributing to the variance under this heading are (a) increased requirements under freight for the provision of logistical support for the application of the military concept of protection-through-projection operations, which entails a high level of Force mobility and integrated engagement teams to respond to threats to civilians; (b) increased requirements for grants stemming from the addition of a programme on small arms management for security forces to enable 7,000 weapons in conflict areas to be safely secured and from an expansion of the community violence reduction programme into new areas, namely, Tanganyika and the Kasais. The overall increased requirements are offset in part by reduced requirements under training activities due to a higher reliance on in-house training.

	Variance	
Quick-impact projects	($500.0)	(25.0%)

- **Management: reduced inputs and outputs**

207. The main factor contributing to the variance under this heading is a reduction in the amount allocated per project and a reduction in the number of projects, as the Mission seeks to prioritize projects that deliver measurable results and can be implemented during the budget period.

IV. Actions to be taken by the General Assembly

208. **The actions to be taken by the General Assembly in connection with the financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo are:**

(a) **Appropriation of the amount of $1,153,468,800 for the maintenance of the Mission for the 12-month period from 1 July 2018 to 30 June 2019;**

(b) **Assessment of the amount in subparagraph (a) above at a monthly rate of $96,122,400 should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 70/286 and 71/301, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Cross-cutting issues

(Resolution 70/286)

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to ensure that the results-based budget framework adequately permits consideration of the progress of each mission towards achieving mandated tasks and its effective use of resources, with full regard to accountability and the changing mandate of the mission (para. 15)	The results-based budget framework has been reviewed and adequately reflects the Mission's progress towards achieving mandated tasks and its effective use of resources, with full regard to accountability and the changing mandate of the mission
Requests the Secretary-General to improve the ratio of substantive to support staff, with particular attention to the feasibility of nationalizing functions, especially Field Service level functions, to ensure that the civilian staffing structure is appropriate for the effective implementation of the current mission mandate and that it reflects staffing best practices across other missions (para. 20)	MONUSCO has continued to improve the ratio of substantive staff to support staff, nationalize functions where appropriate, and include these changes in its budget proposals. The Mission conducted a comprehensive civilian staffing review in November 2016, the conclusions and recommendations of which were included in subsequent budget proposals
Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of his next overview report (para. 22)	The Mission has continued to take the following steps to improve its recruitment efficiency and effectiveness: (a) partnering with hiring managers to review their workforce requirements and priorities; (b) conducting stricter monitoring and in-house auditing functions for recruitment activities; (c) engaging with hiring departments for the completion of evaluations of applications within the specified timelines; (d) increasing collaboration with the Regional Service Centre in Entebbe regarding the on-boarding of selectees; (e) providing advice and

Decision request	*Action taken to implement decision request*
	support to hiring managers on the interpretation of human resources policies to guide decision-making on recruitment; and (f) also providing one-on-one training with hiring managers on the evaluation processes for recruitment
Welcomes the continued efforts of the Secretary-General to mainstream gender perspectives in United Nations peacekeeping, and requests the Secretary-General to ensure that senior gender advisers in all United Nations peacekeeping operations report directly to mission leadership (para. 24)	The Senior Gender Adviser reports directly to the Special Representative of the Secretary-General. This reporting line has facilitated the institutionalization of a culture of accountability for gender responsiveness. The Senior Gender Adviser through direct reporting to the Special Representative is able to position gender considerations at the initial stages of the Mission's policies and roll-out of operations. Through cutting-edge capacity-building and direct support by the Special Representative and the Mission leadership, sections and offices across components are developing and using gender markers and score cards to ascertain whether the Mission's initiatives are being designed and implemented in a gender-responsive manner. This is recognized by the Mission leadership as crucial to increasing accountability for gender deliverables and effectiveness across the board, to measuring progress on gender mainstreaming and to reporting thereon
Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system (para. 25)	Women currently make up 28 per cent of the Mission's international staff, 3 per cent of the Force and 12.8 per cent of the United Nations Police. The Mission leadership is aware that MONUSCO has to lead by example. The Mission has issued recently a gender parity directive establishing recruitment targets and implementation modalities in line with the United Nations system-wide gender parity strategy. An e-survey aimed at measuring living and working conditions of uniformed women is under way. The aim is to identify and address possible improvements in order to induce troop- and police-contributing countries to deploy a higher number of women
Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 31)	*Waste management*: MONUSCO has laid out procedures for waste management. The Mission waste is sorted based on its physical and chemical characteristics, and treated accordingly through reuse, recycling or disposal The Mission has an incineration capacity for all medical waste. The Mission also has four industrial incinerators which are designed to burn highly toxic waste with minimal environmental and health risks, according to international emissions standards. In

Decision request	*Action taken to implement decision request*
	addition, the Mission has 28 smart ash incinerators for medical waste which are fully functional In 2015, MONUSCO initiated a waste recycling programme, starting in Goma. Currently, the biodegradable organic waste in Goma is composted while non-biodegradable waste, with the exception of glass, is recycled. This initiative is being expanded to Kinshasa starting in the 2017/18 period. The recycling programme has a wider positive environmental impact within the community, supporting youth at risks and ex-combatants by providing employment opportunities and skills development, training people in recycling and improving farming techniques by encouraging cost-effective and affordable organic farming practices through the use of compost produced from biodegradable organic waste for soil fertility improvement The Mission developed a procedure for identifying and managing non-hazardous waste in locations where recycling is not possible. The aim is to ensure that waste is disposed of with minimum risk to communities and ecosystems The Mission has a separate standard operating procedure for the collection, storage and disposal of hazardous waste. This procedure takes into consideration the international conventions on the collection of storage, transportation and disposal of hazardous waste. The Mission procured two contractors for the disposal of electronic and other hazardous materials. Periodic reviews are implemented to ensure that the contractors have continued to implement environmental best practices in handling hazardous waste *Water and wastewater*: MONUSCO has implemented improved wastewater treatment in 81 per cent of the Mission's locations. A plan to improve wastewater infrastructure in the remaining locations together with the procurement of contractors has been finalized and the Mission plans to be 100 per cent compliant with wastewater management by June 2018. Although there is no shortage of water in the Democratic Republic of the Congo, the Mission is collecting data on water consumption and using flow meters. *Power generation systems*: MONUSCO relies on diesel generators for energy generation. Currently, the Mission is connected to the electricity grid in Entebbe, Kinshasa and parts of

Decision request	*Action taken to implement decision request*
	Goma and Bukavu. In these locations, diesel generators are used as backup whenever the grid power is unstable or not available. In order to further reduce the Mission's dependence on diesel generators, a plan was finalized to connect all the other locations that have access to the electrical grid. Connections to these sites will not only reduce the Mission's dependence on diesel generators, but also result in cost saving and reduction of the Mission's emissions of carbon dioxide
Recognizes the increasing demands and challenges of the volatile work environment faced in peacekeeping operations, and requests the Secretary-General to strengthen capacity and standards with regard to the 10-1-2 casualty response, including capacity-building, training and education, and to continue to develop innovative solutions in this regard (para. 32)	The Medical Section has established a contract with a professional and accredited medical training centre for provision of regular medical training to the Mission's medical staff. Basic life support training was conducted for Medical Section staff members in May 2017.
Further recognizes the contribution of unmanned aerial systems to mandate delivery, including situational awareness and the enhanced safety and security of peacekeepers, and stresses the need to address challenges facing the deployment and utilization of such systems in individual peacekeeping missions (para. 34)	The Mission has recorded the days during which the unmanned aerial system was not available and reported on contract non-compliance in order to determine the amount of liquidated damages to be recovered from the provider. The recovery is pending.
Requests the Secretary-General to ensure the security of information and communications in missions, including those gathered from the use of unmanned aerial systems, as a matter of priority (para. 35)	The Mission has continued its efforts to improve the security of information and communications by (a) implementing effective security personnel policies; (b) periodically assessing risk; (c) establishing a security management structure and assigning clear-cut roles and responsibilities; (d) deploying and enabling intrusion protection system modules for the checkpoint appliances which allow central monitoring and management; and (e) using data encryption technologies. This includes the acquisition of secured storage at the United Nations Information and Communications Technology Facility.
Recalls paragraph 39 of its resolution 69/307 and paragraphs 136 to 138 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/70/742), reaffirms its request to the Secretary-General to ensure consistency, transparency and cost-efficiency in the budgeting for unmanned aerial systems in individual peacekeeping operation budget proposals in this regard, including by presenting expected accomplishments and indicators of achievement, as well as information on outputs, as appropriate, in the context of the results-based budget framework, and also reaffirms its request to the Secretary-General to include comprehensive information, including on lessons learned from the utilization of unmanned aerial systems	A request for proposal for a new and more efficient unmanned aerial system was promulgated in late 2016, a notice of award was issued to the successful vendor on 25 September 2017 and a capability demonstration is scheduled for February 2018, with an expected positioning date in the second quarter of 2018. The new contract clearly stipulates expected accomplishments, and indicators of achievement, as well as information on outputs, as appropriate. Lessons learned from the utilization of the previous unmanned aerial system was taken into considerations in the promulgation of the new request for proposal

Decision/request	*Action taken to implement decision/request*
in United Nations peacekeeping operations, in the next overview report (para. 36)	
Further requests the Secretary-General to present in individual mission budget proposals a clear vision of the annual construction requirements by ensuring, as appropriate, multi-year plans and to continue his efforts to enhance the accuracy of budgeting, by improving aspects of project planning, management and oversight, with due consideration of operational circumstances on the ground, and to closely monitor the execution of works to ensure their timely completion (para. 42)	MONUSCO continues to plan and implement engineering projects, military engineering horizontal and vertical projects, including roads, bridges, airfields, environmental projects and company operating base/temporary operating base construction and maintenance projects to meet MONUSCO's operational requirements. The major activities carried out for project planning, management and oversight are (a) project identification and prioritization; (b) project business cases development, risk analysis and management plan, project scheduling, quantity and cost estimation for infrastructure and environmental engineering projects maintenance and upgrading, taking into account to the fullest extent possible the utilization of locally available resources; (c) timely submission of acquisition planning with specific requirements; (d) preparation of military engineering horizontal and vertical projects annual planning, target and scheduling; and (e) formation of joint civilian and military monitoring and evaluation mechanism for infrastructure projects
Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 43)	An Acquisition Planning and Central Requisitioning Unit has been established to ensure a complete review and scrutiny of the acquisition plan in order to eliminate all unrequired items based on Mission inventory, global surplus from other missions and United Nations strategic reserves before the requisitioning is done. The Unit leads in the creation of new requests in Umoja for goods and services which do not exist in the master catalogue. The centralized creation of shopping carts and low-value acquisitions enables the Receiving and Inspection Unit to receive assets promptly for efficient and speedy warehouse operations and inventory management for all items purchased by the Mission. The adoption of Umoja for supply relations management allows for complete visibility and tracking of the planning, sourcing, warehousing and distribution process of the supply chain.
Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual (para. 45)	MONUSCO has established local (open-ended) contracts for the provision of major types of local construction materials in nine field locations, namely, Kisangani, Kalemie, Lubumbashi, Bukavu, Beni, Bunia, Dungu, Kananga and Uvira. The materials are available upon request on an "as and when required" basis and are delivered by the vendor on site. This has been cost-effective for the Mission.

Decision request	*Action taken to implement decision request*
Recalls the collective and unanimous position that one substantiated case of sexual exploitation and sexual abuse is one case too many, and requests the Secretary-General to ensure that all peacekeeping operations implement fully the United Nations policy of zero tolerance of sexual exploitation and sexual abuse in United Nations peacekeeping operations with regard to all civilian, military and police personnel (para. 70; see also paras. 71, 76 and 79–82)	The related response of all peacekeeping missions, including MONUSCO, with respect to addressing issues raised in paragraphs 70, 71, 76, 79 and 80–82, will be included in the context of the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse

Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

(Resolution 71/301)

Decision request	*Action taken to implement decision request*
Notes the planned presidential election and requests the Secretary-General to provide technical assistance and logistical support for the electoral process pursuant to the mandate of the Mission and to report thereon in the context of the next budget submission (para. 9)	MONUSCO supported voter registration through logistical and technical support. The electoral calendar issued by the Independent National Electoral Commission on 5 November 2017 foresees the holding of presidential elections on 23 December 2018. Following the official request to MONUSCO for the provision of technical and logistical support to completing the voter registry update and for the elections, the Mission carefully reviewed and evaluated the planning assumptions and submitted on 30 November 2017 a detailed logistics support plan. Detailed support for the organization of elections has been agreed on the basis of the tasks outlined in the electoral calendar and a clear division of labour between the Independent National Electoral Commission, UNDP and MONUSCO

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

(A/70/742 and General Assembly resolution 70/286)

Request recommendation	*Action taken to implement request recommendation*
The Advisory Committee shares the concern of the Board of Auditors over the continuing level and frequency of redeployments among and between expenditure groups and classes across peacekeeping operations (para. 31)	MONUSCO continues to monitor its budget utilization. In accordance with established policy, MONUSCO required full justifications before approving redeployments. MONUSCO carefully monitors its budget and seeks first to realign funds between cost centres before redeploying between classes
The Committee notes with regret that mission budget proposals for 2016/17 do not always comply with the requirement for all posts that have been vacant for two	Posts vacant for two years or longer have been reviewed and proposed for retention or abolishment

Request recommendation	*Action taken to implement request recommendation*
years or longer to be reviewed and the posts proposed for retention or abolishment (para. 46)	based on operational requirements in the context of the budget for the 2018/19 period
In the light of the magnitude of the resources allocated to air operations across peacekeeping operations and the audit findings [cited above], together with the additional observations and recommendations made in paragraphs 119 to 138 below, the Advisory Committee reiterates its view that an important opportunity exists to improve the overall efficiency and effectiveness of air operations, including the possibility of realizing significant cost savings in future budgets (para. 116)	The Mission has taken measures to achieve cost savings with minimal effect on its operational capabilities by reconfiguring its fleet, in particular by optimizing the regular flight schedule and by release of two helicopters no longer required as a result of Mission reconfiguration. The Mission will continue to seek opportunities for savings and efficiency gains while meeting its operational requirements
As an overall observation concerning the management of air operations, the Advisory Committee considers that the underlying causes of the observations and shortcomings highlighted in the paragraphs below are interrelated and require a coordinated effort by the relevant offices at Headquarters, in the United Nations Logistics Base at Brindisi, Italy, and the Regional Service Centre in Entebbe, Uganda, as well as at the level of the individual peacekeeping missions (para. 118)	A directive clarifying the roles and responsibility of the Air Transport Section and the Strategic Air Operations Centre in Brindisi was issued in December 2017. The roles and responsibilities are to plan safe and economical strategic air operations and improve operational efficiency and planning for strategic flights; make recommendations to reduce duplication of efforts so as to enhance utilization of air assets and identify potential cost savings; prepare the annual training programme for aviation specialists; track United Nations aircraft engaged in strategic long and short air charter operations; exercise strategic control over key passenger cargo air transportation; assist on integrated search-and-rescue operations; coordinate all strategic air support and out-of-mission area flights; coordinate and support the broad implementation and effective utilization of the Aviation Information Management Suite; provide technical support and management of the global satellite tracking system; and plan and task the necessary air assets to execute the strategic movement of contingent personnel
In view of the need for better oversight and management of air operations as well as the ongoing deficiencies identified by the Board of Auditors, specifically with respect to the role of the Air Transport Section, the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre, the Advisory Committee is of the view that this comprehensive assessment is overdue. The Committee recommends, therefore, that the General Assembly request the Secretary-General to expedite completion of his assessment of the roles and responsibilities of the offices handling the management and oversight of air operations for peacekeeping missions and report comprehensively thereon in his next overview report (para. 131)	The Secretariat conducted a comprehensive assessment to clarify the roles and responsibilities of the Air Transport Section, the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre. This assessment was completed during the Secretary-General's initiative, together with revision of the aviation manual. Once the governance documents are approved, the Strategic Air Operations Centre, and the air component of the Transportation and Movements Integrated Control Centre will be able to revise their standard operating procedures, key performance indicators, workplans and job descriptions
The Advisory Committee looks forward to receiving additional details on the implementation and impact of	The implementation of the electronic fuel management system has enabled the Mission to analyse the use of fuel consumption and detect suspected fraud due to

Request/recommendation	*Action taken to implement request/recommendation*
the electronic fuel management system in the next overview report of the Secretary-General (para. 147)	irregular fuel consumption. The system is also an effective tool for the monitoring of fuel stock holdings at all MONUSCO locations. Fuel transactions in excess of $15,000 per month are analysed and any abnormal consumption investigated in detail
The Advisory Committee stresses the need for realistic planning and budgeting and enhanced project monitoring and oversight, including by the appropriate offices within the Department of Field Support at Headquarters and the United Nations Logistics Base at Brindisi, Italy, particularly for those projects spanning more than one budgetary cycle. Details of multi-year projects should be included in specific budget proposals, including the overall status of implementation at the time of the respective budget request, and those projects valued at $1 million or more should be clearly identifiable within the budget request (para. 157)	Details for multi-year projects, including the overall status of implementation at the time of the respective budget request and those projects valued at $1 million, is provided in the present budget proposal
The Advisory Committee looks forward to reviewing the results of the analysis currently under way of the possibility of replacing part of the light passenger vehicle fleet with sedan-type, multipurpose and alternative-type vehicles. The Committee trusts that the mission vehicle acquisition plans for the 2017/18 financial period will reflect the outcome of this review (para. 160)	MONUSCO may not be in a position to fully implement the transition plan owing to the difficult terrain and road conditions in the Democratic Republic of the Congo, and will opt for a partial implementation for locations such as Entebbe where it is achievable and sustainable. With the application of revised ratios for the 2018/19 period, there will be a reduction in the fleet of four-wheel drive cars and of buses. The Mission is also trying to achieve fleet standardization through use of heavy-duty four-wheel drive cars throughout the Mission which are more suitable for the terrain. This will allow for more flexibility of movement of vehicles between offices, in particular when they break down, and result in a reduction of spare-part stock holdings

Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

(A/71/836/Add.11 and General Assembly resolution 71/301)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee is of the view that increases of [the rental of premises by location] such a magnitude on an annual basis may not be justified. It trusts that the Secretary-General will pursue vigorous efforts to negotiate favourable terms for the rental of premises as well as for options for the renewal of contracts. The Committee further trusts that the Secretary-General will provide full details on expenditure incurred for the rental of premises and details on the outcome of his efforts to optimize the costs involved in future performance reports and budget submissions. (para. 48)	In order to ensure the "best value for money" principle in rental contracts, MONUSCO has taken steps to extend existing and issue new lease contracts for a longer contractual period of up to 10–15 years in order to secure fixed monthly rent prices, with a contract clause allowing for termination of the contract at any time, giving the vendor 30 days' notice. This practice has already had a positive impact, as the landlord is bound by the contractual terms and cannot increase the price at will. In addition, the Mission constantly reviews and analyses its commercial leases with the intention of consolidating the existing premises and

Request/recommendation	*Action taken to implement request/recommendation*
	reducing its footprints. As a result, the Mission has commenced the consolidation plan which has already resulted in the identification of three commercial leases in Kisangani, Entebbe and Kigali, to be closed with immediate effect. The Mission will continue to review further closure of premises in various locations. However, the relocation of some parts of the military component to Kinshasa will result in the establishment of new high-value commercial leases
While noting that the Mission's rate of compliance compares favourably with that of other missions, the Advisory Committee is of the view that the Mission should continue to pursue its efforts to further improve its rate of compliance with the 16-day advance purchase policy. (para. 54)	The Mission is analysing the reasons for non-compliance and will pursue efforts to further improve compliance with the 16-day advance purchase policy
Based on its review of the trips included in the budget proposal for 2017/18, the Advisory Committee is of the view that further efforts can be made to reduce travel, in terms of both the number and duration of trips, in particular with regard to outside-mission travel and training-related travel. The Committee recommends that the Secretary-General be requested to introduce additional measures for optimizing travel and ensuring judicious use of travel resources and to report on those efforts in his next budget proposal (para. 55)	The Mission is implementing additional internal control over the application of item 3.2 under section 3 of administrative instruction ST/AI/2013/3 on official travel to ensure that, prior to authorizing any official travel, the primary consideration is whether direct face-to-face contact is necessary for mandate implementation, and that, if not, alternative methods are employed. Accordingly, programme managers are required to certify that alternative methods, such as videoconferencing, audio conferencing or other remote business practices, such as online meetings, have been carefully reviewed and were found not to be effective and that travel is therefore necessary
The Advisory Committee is of the view that there is a need for greater clarity on the criteria applied in granting roaming privileges and for the expenditure incurred for this purpose. It looks forward to receiving the outcome of the review of the policy on mobile communication devices (para. 62)	A MONUSCO administrative instruction is being developed for a "revised policy on the allocation of official smartphones (exceptional), official SIM cards and PIN codes for MONUSCO personnel". The new policy is expected to be implemented once the revised policy on mobile communications devices has been endorsed by the end of February 2018
The Advisory Committee notes that the management fees charged by UNOPS to MONUSCO for the provision of language services and management of individual contractors exceeds the caps established in the [above-mentioned] memorandum of understanding on mine action services. The Committee is of the view that there is a need for greater clarity on the estimation of management fees, including the structure, level and caps placed on such fees for different types of services, and trusts that the Secretary-General will provide further details on this matter in the context of the performance report for the current period, as well as in the next budget submission (para. 68)	The provision of language services and management of individual contractors are governed by the contractual agreement between UNOPS and MONUSCO. The contractual agreement is in turn governed by the umbrella memorandum of understanding between the United Nations and UNOPS, which sets the management fee at 8 per cent. The management fees apply to the net project costs, which include UNOPS support and services (that is, project team costs) and locally managed direct costs, as well as administrative overhead, for example, bank charges

Request recommendation	*Action taken to implement request recommendation*
The Advisory Committee notes the environmental initiatives planned by MONUSCO and encourages the Mission to continue to pursue its efforts to reduce the overall environmental footprint of MONUSCO, as requested by the General Assembly in its resolutions 69/307 and 70/286. The Committee trusts that more detailed information on the implementation of the environmental initiatives will be included in future budget reports (para. 69)	Detailed information on the implementation of the environmental initiatives is included in the budget proposal for the 2018/19 period
The Advisory Committee recalls that, in its resolution 70/274 on the financing of MONUSCO, the General Assembly requested the Secretary-General to submit at the second part of its resumed seventy-first session a proposal on options for administrative arrangements for the Entebbe Support Base and the Regional Service Centre in Entebbe, with a view to delivering efficiencies and avoiding duplication and overlap of efforts. The Committee notes that the budget document does not respond to that request. [...] The Committee expects the Secretary-General to include the information requested by the Assembly in the next budget submission (para. 72)	There is no duplication or overlap of efforts between the Entebbe Support Base and the Regional Service Centre. The support provided by the Entebbe Support Base includes movement control of cargo and passengers, including rotations of troops and contingent-owned equipment; air operations; ground transportation and fleet management; property management activities, including integrated warehousing; security services; engineering functions, including facilities management; medical services, including mortuary services and repatriations of human remains; information and communications technology, including hotlines for the tenants of the base; and immigration and visa services for the tenants' staff based in Entebbe and their families. Some of the support services are provided based on the footprint of each tenant, calculated on office space occupancy (such as utilities, fuel for generators, cleaning/gardening services, maintenance and security), while others are charged based on their usage by the tenant (such as transportation, information and communications technology, medical, receipt and inspection and shipment movements)

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terms have been applied with respect to proposed changes in human resources (see sect. I of the present report):

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved, or to implement other priority mandated activities within the mission.
- **Post conversion**: three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

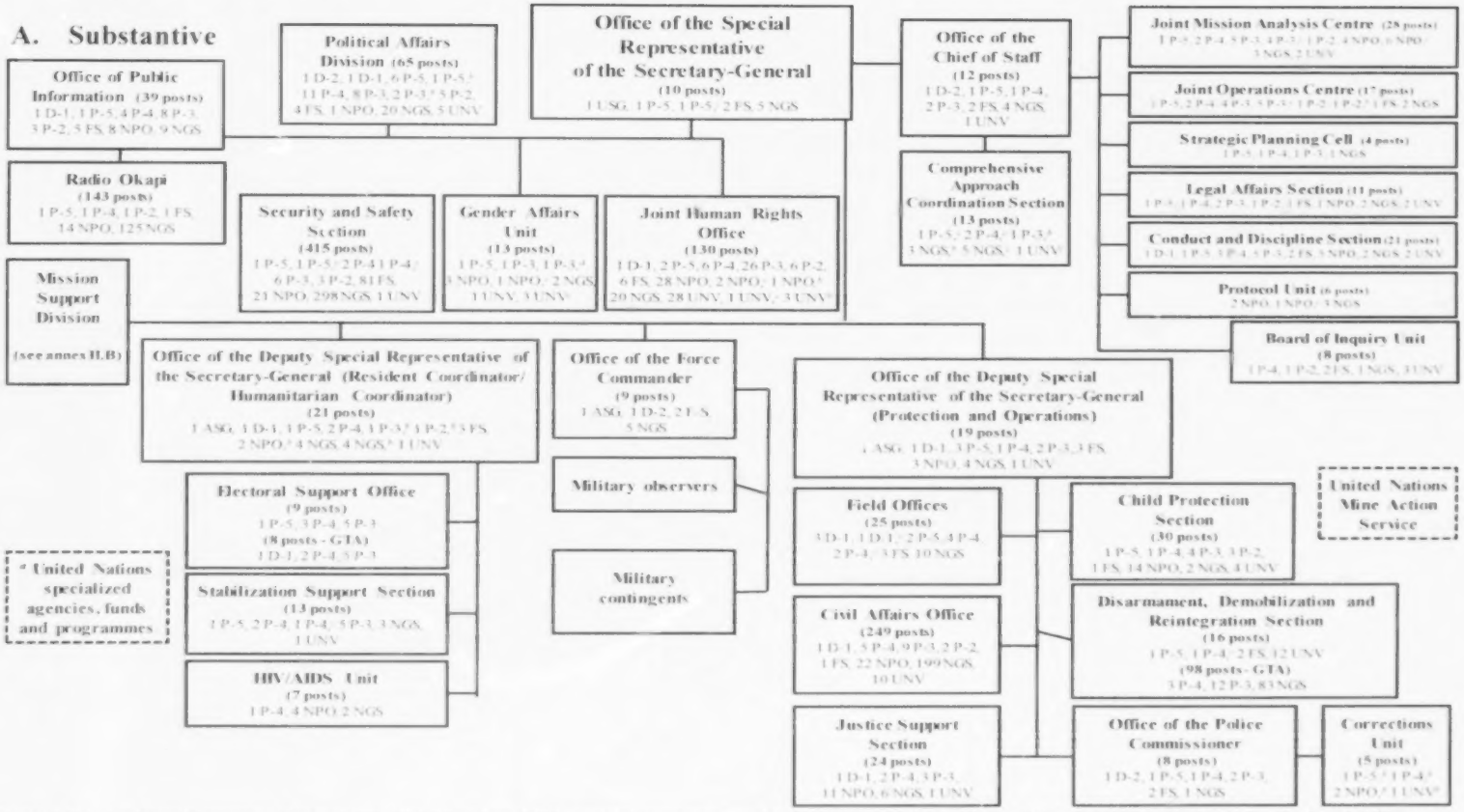
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

Organization charts

A. Substantive


Office of the Special Representative of the Secretary-General
(10 posts)
1 USG, 1 P-5, 1 P-5, 2 FS, 5 NGS
Political Affairs Division (65 posts)
1 D-2, 1 D-1, 6 P-5, 1 P-5[a], 11 P-4, 8 P-3, 2 P-3[a], 5 P-2, 4 FS, 1 NPO, 20 NGS, 5 UNV
Office of Public Information (39 posts)
1 D-1, 1 P-5, 4 P-4, 8 P-3, 3 P-2, 5 FS, 8 NPO, 9 NGS
Radio Okapi
(143 posts)
1 P-5, 1 P-4, 1 P-2, 1 FS, 14 NPO, 125 NGS
Security and Safety Section
(415 posts)
1 P-5, 1 P-5[c], 2 P-4, 1 P-4[c], 6 P-3, 3 P-2, 81 FS, 23 NPO, 298 NGS, 1 UNV
Gender Affairs Unit
(13 posts)
1 P-5, 1 P-3, 1 P-3[a], 3 NPO, 1 NPO[c], 2 NGS, 1 UNV, 3 UNV[c]
Joint Human Rights Office
(130 posts)
1 D-1, 2 P-5, 6 P-4, 26 P-3, 6 P-2, 6 FS, 28 NPO, 2 NPO[c], 1 NPO[d], 20 NGS, 28 UNV, 1 UNV[c], 3 UNV[d]
Office of the Chief of Staff
(12 posts)
1 D-2, 1 P-5, 1 P-4, 2 P-3, 2 FS, 4 NGS, 1 UNV
Comprehensive Approach Coordination Section
(13 posts)
1 P-5, 2 P-4, 1 P-3[c], 3 NGS, 5 NGS[c], 1 UNV
Joint Mission Analysis Centre (28 posts)
1 P-5, 2 P-4, 5 P-3, 4 P-3[c], 1 P-2, 4 NPO, 6 NPO[c], 5 NGS, 2 UNV
Joint Operations Centre (17 posts)
1 P-5, 2 P-4, 4 P-3, 5 P-3[c], 1 P-2, 1 P-2[c], 1 FS, 2 NGS
Strategic Planning Cell (4 posts)
1 P-5, 1 P-4, 1 P-3, 1 NGS
Legal Affairs Section (11 posts)
1 P-5, 1 P-4, 2 P-3, 1 P-2, 1 FS, 1 NPO, 2 NGS, 2 UNV
Conduct and Discipline Section (21 posts)
1 D-1, 1 P-5, 3 P-4, 5 P-3, 2 FS, 5 NPO, 2 NGS, 2 UNV
Protocol Unit (6 posts)
2 NPO, 1 NPO[c], 3 NGS
Board of Inquiry Unit
(8 posts)
1 P-4, 1 P-2, 2 FS, 1 NGS, 3 UNV
Mission Support Division
(see annex II.B)
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator)
(21 posts)
1 ASG, 1 D-1, 1 P-5, 2 P-4, 1 P-3[c], 1 P-2, 5 FS, 2 NPO, 4 NGS, 4 NGS[c], 1 UNV
Office of the Force Commander
(9 posts)
1 ASG, 1 D-2, 2 FS, 5 NGS
Military observers
Military contingents
Office of the Deputy Special Representative of the Secretary-General (Protection and Operations)
(19 posts)
1 ASG, 1 D-1, 3 P-5, 1 P-4, 2 P-3, 3 FS, 3 NPO, 4 NGS, 1 UNV
Electoral Support Office
(9 posts)
1 P-5, 3 P-4, 5 P-3
(8 posts - GTA)
1 D-1, 2 P-4, 5 P-3
Stabilization Support Section
(13 posts)
1 P-5, 2 P-4, 1 P-4[c], 5 P-3, 3 NGS, 1 UNV
HIV/AIDS Unit
(7 posts)
1 P-4, 4 NPO, 2 NGS
Field Offices
(25 posts)
3 D-1, 1 D-1[c], 2 P-5, 4 P-4, 2 P-4[c], 3 FS, 10 NGS
Civil Affairs Office
(249 posts)
1 D-1, 5 P-4, 9 P-3, 2 P-2, 1 FS, 22 NPO, 199 NGS, 10 UNV
Justice Support Section
(24 posts)
1 D-1, 2 P-4, 3 P-3, 11 NPO, 6 NGS, 1 UNV
Child Protection Section
(30 posts)
1 P-5, 1 P-4, 4 P-3, 3 P-2, 1 FS, 14 NPO, 2 NGS, 4 UNV
Disarmament, Demobilization and Reintegration Section
(16 posts)
1 P-5, 1 P-4, 2 FS, 12 UNV
(98 posts - GTA)
3 P-4, 12 P-3, 83 NGS
Office of the Police Commissioner
(8 posts)
1 D-2, 1 P-5, 1 P-4, 2 P-3, 2 FS, 1 NGS
Corrections Unit
(5 posts)
1 P-5[c], 1 P-4[c], 2 NPO, 1 UNV[c]
United Nations Mine Action Service
[a] United Nations specialized agencies, funds and programmes

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GTA, general temporary assistance; NGS, national General Service; NPO, National Professional Officer; USG, Under-Secretary-General; UNV, United Nations Volunteer.

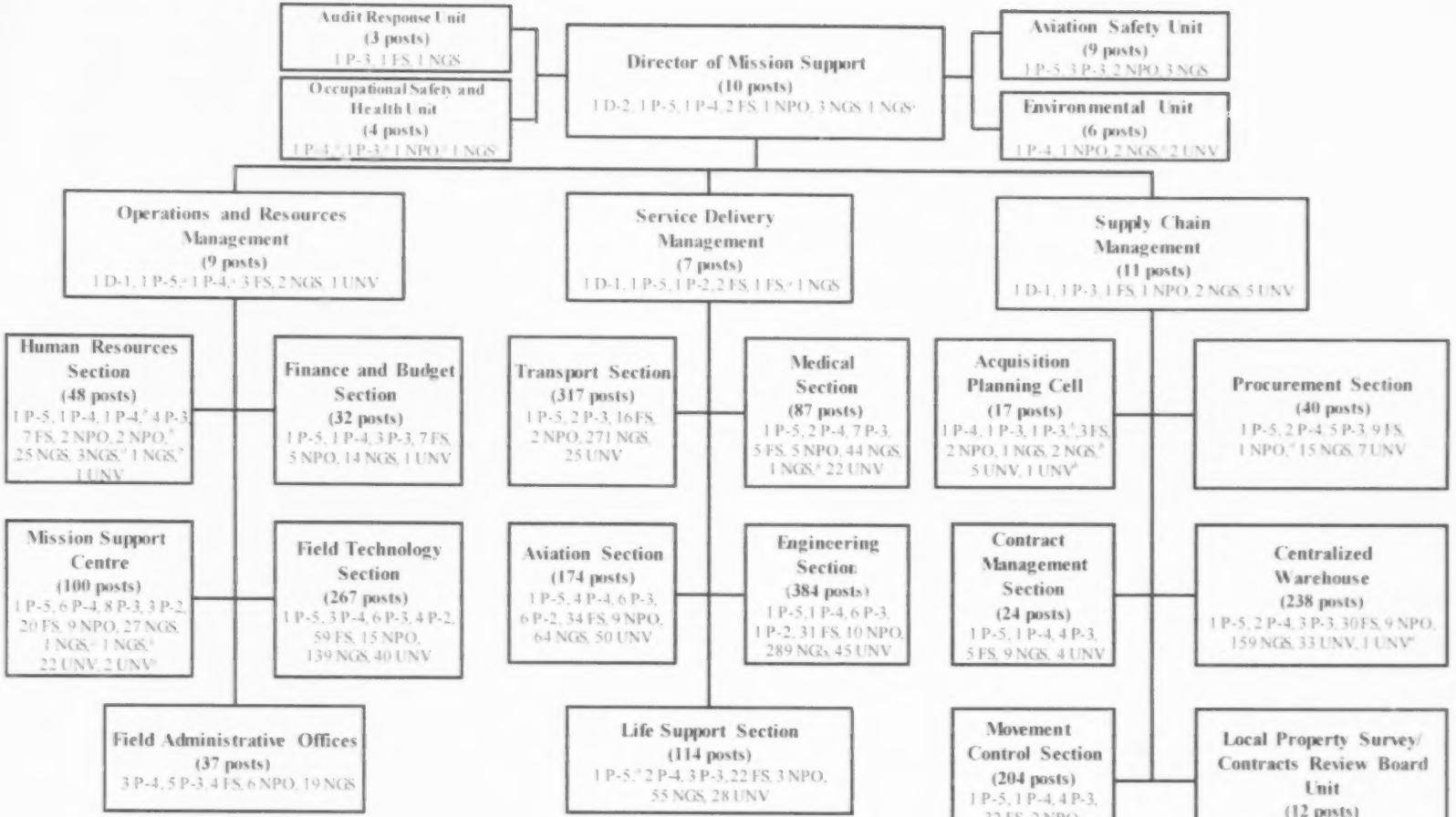
[a] Includes Food and Agriculture Organization of the United Nations (FAO); International Labour Organization (ILO); International Monetary Fund (IMF); International Organization for Migration (IOM); Joint United Nations Programme on HIV/AIDS (UNAIDS); Office for the Coordination of Humanitarian Affairs of the Secretariat (OCHA); Office of the United Nations High Commissioner for Human Rights (OHCHR); Office of the United Nations High Commissioner for Refugees (UNHCR); United Nations Children's Fund (UNICEF); United Nations Development Programme (UNDP); United Nations Educational, Scientific and Cultural Organization (UNESCO); United Nations Office for Project Services (UNOPS); United Nations Population Fund (UNFPA); World Bank; and World Health Organization (WHO).

[b] Redeployed/reassigned.

[c] New (established).

[d] Reclassified.

B. Support

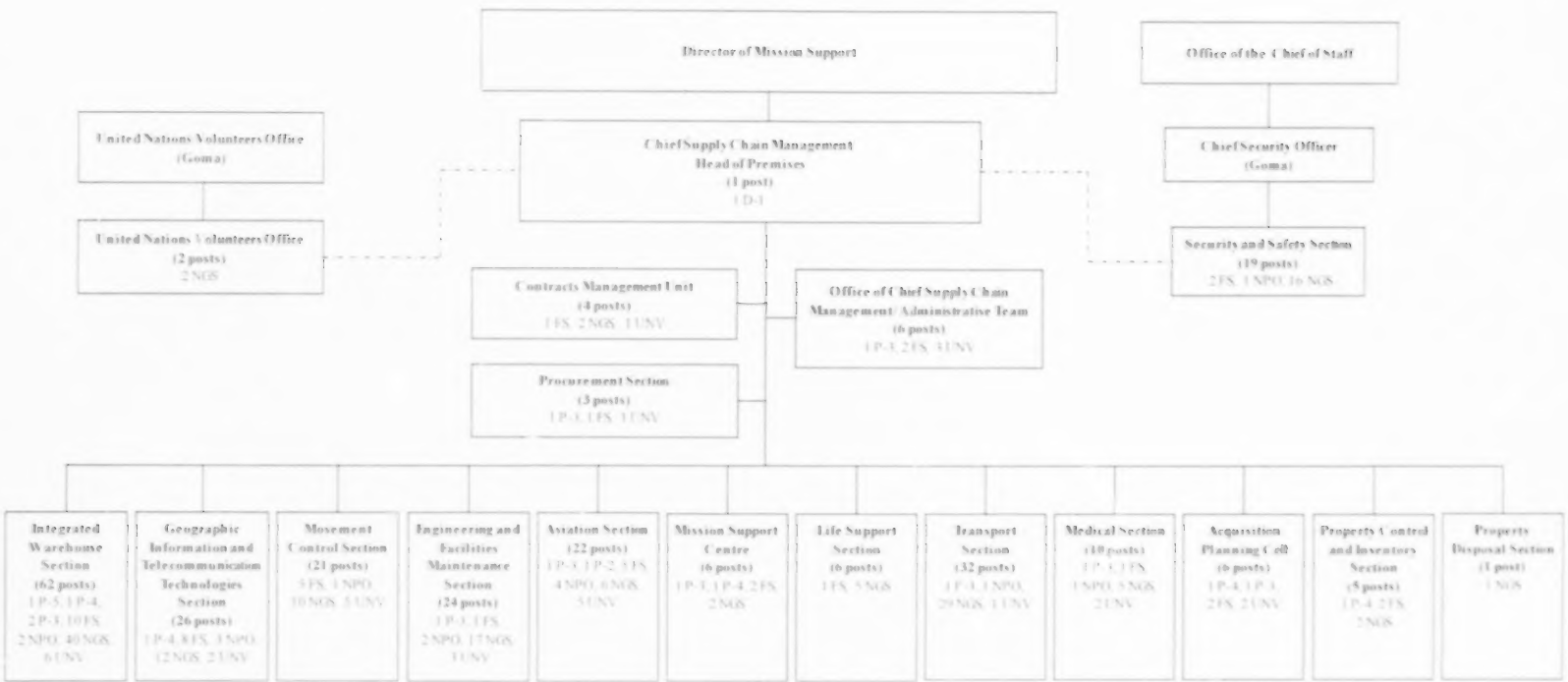

Audit Response Unit
(3 posts)
1 P-3, 1 FS, 1 NGS
Occupational Safety and Health Unit
(4 posts)
1 P-4,[a] 1 P-3,[a] 1 NPO,[a] 1 NGS[a]
Director of Mission Support
(10 posts)
1 D-2, 1 P-5, 1 P-4, 2 FS, 1 NPO, 3 NGS, 1 NGS[a]
Aviation Safety Unit
(9 posts)
1 P-5, 3 P-3, 2 NPO, 3 NGS
Environmental Unit
(6 posts)
1 P-4, 1 NPO, 2 NGS,[a] 2 UNV
Operations and Resources Management
(9 posts)
1 D-1, 1 P-5,[a] 1 P-4,[a] 3 FS, 2 NGS, 1 UNV
Service Delivery Management
(7 posts)
1 D-1, 1 P-5, 1 P-2, 2 FS, 1 FS,[a] 1 NGS
Supply Chain Management
(11 posts)
1 D-1, 1 P-3, 1 FS, 1 NPO, 2 NGS, 5 UNV
Human Resources Section
(48 posts)
1 P-5, 1 P-4, 1 P-4,[a] 4 P-3, 7 FS, 2 NPO, 2 NPO,[a] 25 NGS, 3 NGS,[a] 1 NGS,[a] 1 UNV
Finance and Budget Section
(32 posts)
1 P-5, 1 P-4, 3 P-3, 7 FS, 5 NPO, 14 NGS, 1 UNV
Transport Section
(317 posts)
1 P-5, 2 P-3, 16 FS, 2 NPO, 271 NGS, 25 UNV
Medical Section
(87 posts)
1 P-5, 2 P-4, 7 P-3, 5 FS, 5 NPO, 44 NGS, 1 NGS,[a] 22 UNV
Acquisition Planning Cell
(17 posts)
1 P-4, 1 P-3, 1 P-3,[a] 3 FS, 2 NPO, 1 NGS, 2 NGS,[a] 5 UNV, 1 UNV[a]
Procurement Section
(40 posts)
1 P-5, 2 P-4, 5 P-3, 9 FS, 1 NPO,[a] 15 NGS, 7 UNV
Mission Support Centre
(100 posts)
1 P-5, 6 P-4, 8 P-3, 3 P-2, 20 FS, 9 NPO, 27 NGS, 1 NGS,[a] 1 NGS,[a] 22 UNV, 2 UNV[a]
Field Technology Section
(267 posts)
1 P-5, 3 P-4, 6 P-3, 4 P-2, 59 FS, 15 NPO, 139 NGS, 40 UNV
Aviation Section
(174 posts)
1 P-5, 4 P-4, 6 P-3, 6 P-2, 34 FS, 9 NPO, 64 NGS, 50 UNV
Engineering Section
(384 posts)
1 P-5, 1 P-4, 6 P-3, 1 P-2, 31 FS, 10 NPO, 289 NGS, 45 UNV
Contract Management Section
(24 posts)
1 P-5, 1 P-4, 4 P-3, 5 FS, 9 NGS, 4 UNV
Centralized Warehouse
(238 posts)
1 P-5, 2 P-4, 3 P-3, 30 FS, 9 NPO, 159 NGS, 33 UNV, 1 UNV[a]
Field Administrative Offices
(37 posts)
3 P-4, 5 P-3, 4 FS, 6 NPO, 19 NGS
Life Support Section
(114 posts)
1 P-5,[a] 2 P-4, 3 P-3, 22 FS, 3 NPO, 55 NGS, 28 UNV
Movement Control Section
(204 posts)
1 P-5, 1 P-4, 4 P-3, 32 FS, 2 NPO, 124 NGS, 40 UNV
Local Property Survey/ Contracts Review Board Unit
(12 posts)
1 P-3, 6 FS, 5 NGS

Abbreviations: FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

[a] Redeployed/reassigned.

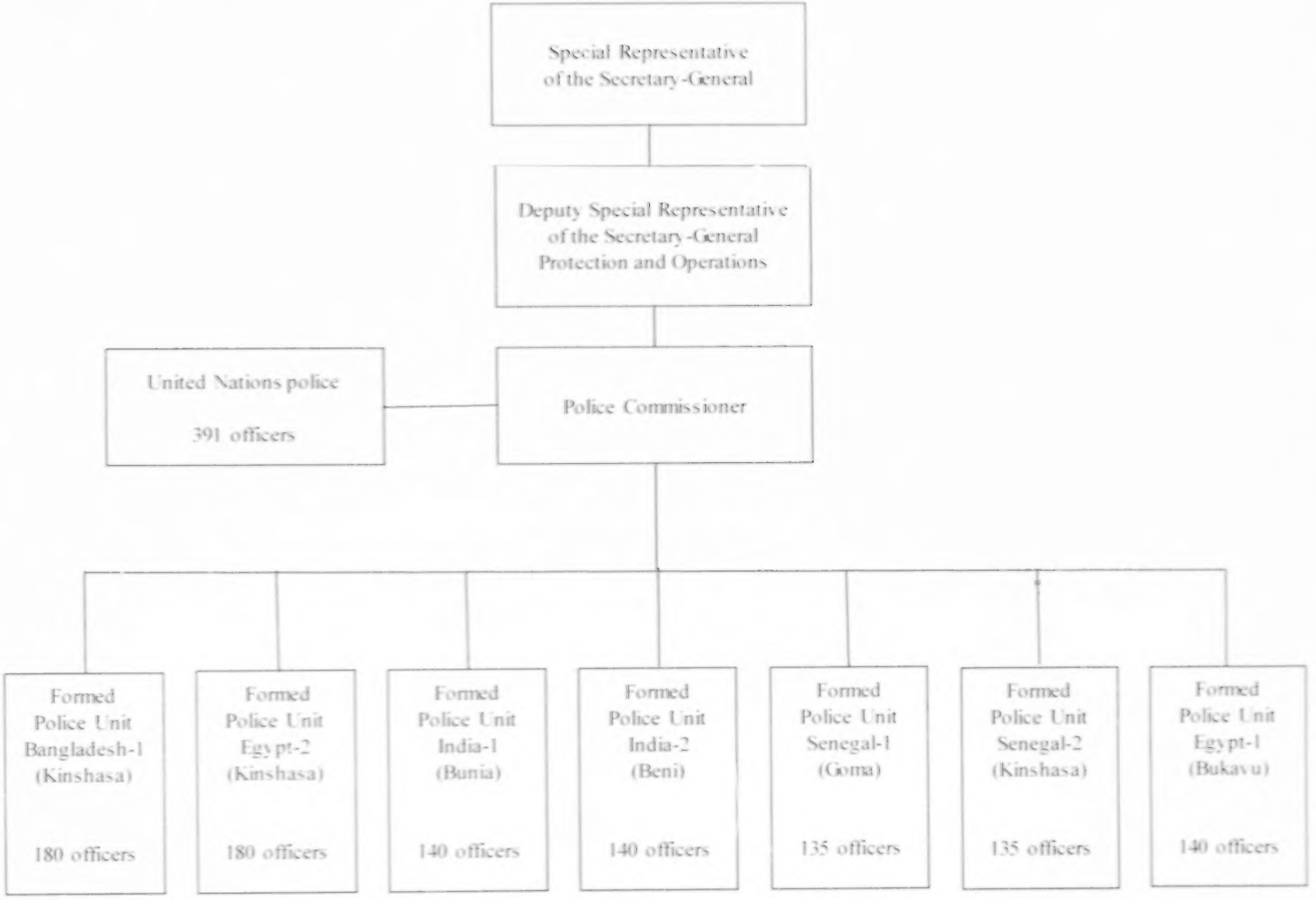
[b] New (established).

C. Entebbe Support Base

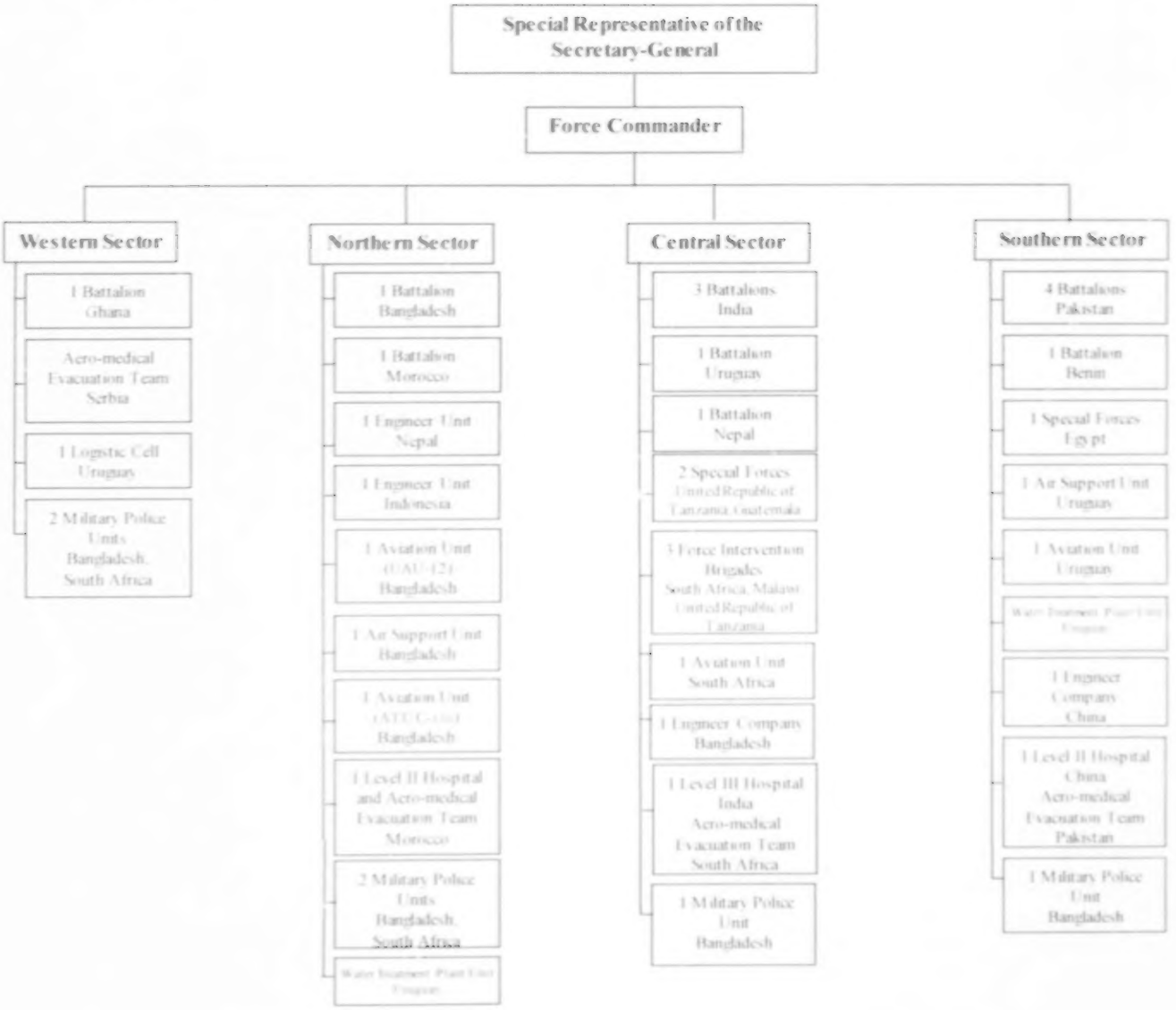

Director of Mission Support
Office of the Chief of Staff
United Nations Volunteers Office (Goma)
Chief Supply Chain Management Head of Premises (1 post) 1 D-1
Chief Security Officer (Goma)
United Nations Volunteers Office (2 posts) 2 NGS
Security and Safety Section (19 posts) 2 FS, 1 NPO, 16 NGS
Contracts Management Unit (4 posts) 1 FS, 2 NGS, 1 UNV
Office of Chief Supply Chain Management/ Administrative Team (6 posts) 1 P-3, 2 FS, 3 UNV
Procurement Section (3 posts) 1 P-3, 1 FS, 1 UNV
Integrated Warehouse Section (62 posts) 1 P-5, 1 P-4, 2 P-3, 10 FS, 2 NPO, 40 NGS, 6 UNV
Geographic Information and Telecommunication Technologies Section (26 posts) 1 P-4, 8 FS, 3 NPO, 12 NGS, 2 UNV
Movement Control Section (21 posts) 5 FS, 1 NPO, 10 NGS, 5 UNV
Engineering and Facilities Maintenance Section (24 posts) 1 P-3, 1 FS, 2 NPO, 17 NGS, 3 UNV
Aviation Section (22 posts) 1 P-5, 1 P-2, 3 FS, 4 NPO, 6 NGS, 5 UNV
Mission Support Centre (6 posts) 1 P-5, 1 P-4, 2 FS, 2 NGS
Life Support Section (6 posts) 1 FS, 5 NGS
Transport Section (32 posts) 1 P-3, 1 NPO, 29 NGS, 1 UNV
Medical Section (10 posts) 1 P-5, 1 FS, 1 NPO, 5 NGS, 2 UNV
Acquisition Planning Cell (6 posts) 1 P-4, 1 P-3, 2 FS, 2 UNV
Property Control and Inventory Section (5 posts) 1 P-4, 2 FS, 2 NGS
Property Disposal Section (1 post) 1 NGS

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteers.

D. United Nations police



E. Military contingents and observers


Special Representative of the Secretary-General
Force Commander
Western Sector
1 Battalion Ghana
Aero-medical Evacuation Team Serbia
1 Logistic Cell Uruguay
2 Military Police Units Bangladesh, South Africa
Northern Sector
1 Battalion Bangladesh
1 Battalion Morocco
1 Engineer Unit Nepal
1 Engineer Unit Indonesia
1 Aviation Unit (UAU-12) Bangladesh
1 Air Support Unit Bangladesh
1 Aviation Unit (ATUC-116) Bangladesh
1 Level II Hospital and Aero-medical Evacuation Team Morocco
2 Military Police Units Bangladesh, South Africa
Water Treatment Plant Unit Uruguay
Central Sector
3 Battalions India
1 Battalion Uruguay
1 Battalion Nepal
2 Special Forces United Republic of Tanzania, Guatemala
3 Force Intervention Brigades South Africa, Malawi, United Republic of Tanzania
1 Aviation Unit South Africa
1 Engineer Company Bangladesh
1 Level III Hospital India Aero-medical Evacuation Team South Africa
1 Military Police Unit Bangladesh
Southern Sector
4 Battalions Pakistan
1 Battalion Benin
1 Special Forces Egypt
1 Air Support Unit Uruguay
1 Aviation Unit Uruguay
Water Treatment Plant Unit Uruguay
1 Engineer Company China
1 Level II Hospital China Aero-medical Evacuation Team Pakistan
1 Military Police Unit Bangladesh

Annex III

Information on funding provisions and activities of United Nations agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
1. Governance and institutional development	1.1 The institutional framework of the Democratic Republic of the Congo and citizen structures is reinforced to ensure the promotion of human rights and development in the Democratic Republic of the Congo	1.1.1 The Government has the capacity to implement reforms, laws and government policies	UNDP, UNJHRO, UNICEF, UNFPA, UN-Women, ILO
		1.1.2 The executive, elected officials, supreme audit institutions and citizen structures have the tools to monitor policies and the management of public affairs	UNDP
	Total for outcome 1 (all United Nations agencies and MONUSCO): $10.4 million per year	1.1.3 Access to justice, the promotion of human rights and the protection of civilians and property is improved	UNDP, UNJHRO, UNICEF
		1.1.4 National statistics capacities are strengthened	UNFPA, UNICEF, UNDP, WFP, FAO, WHO, UNESCO, ILO
		1.1.5 Provinces have the necessary human, organizational and infrastructural capacities	UNDP, UNJHRO, MONUSCO
		1.1.6 Public policy mechanisms for gender equity promotion are reinforced	UN-Women, UNDP
		1.1.7 Regional migration management mechanisms are reinforced	IOM
2. Pro-poor growth and employment creation	2.1 Public institutions successfully implement policies and programmes able to accelerate employment creation and increase revenues	2.1.1. Communities and institutions are equipped to enhance sustainable productivity in the rural sector	WFP, ILO, UNIDO, UNOPS, IFAD, UNDP
	Total for outcome 2 (all United Nations agencies): $9.7 million per year	2.1.2 Communities and institutions are supported to develop sustainable value chains	WFP, ILO, UNIDO, UNOPS, IFAD, UNDP

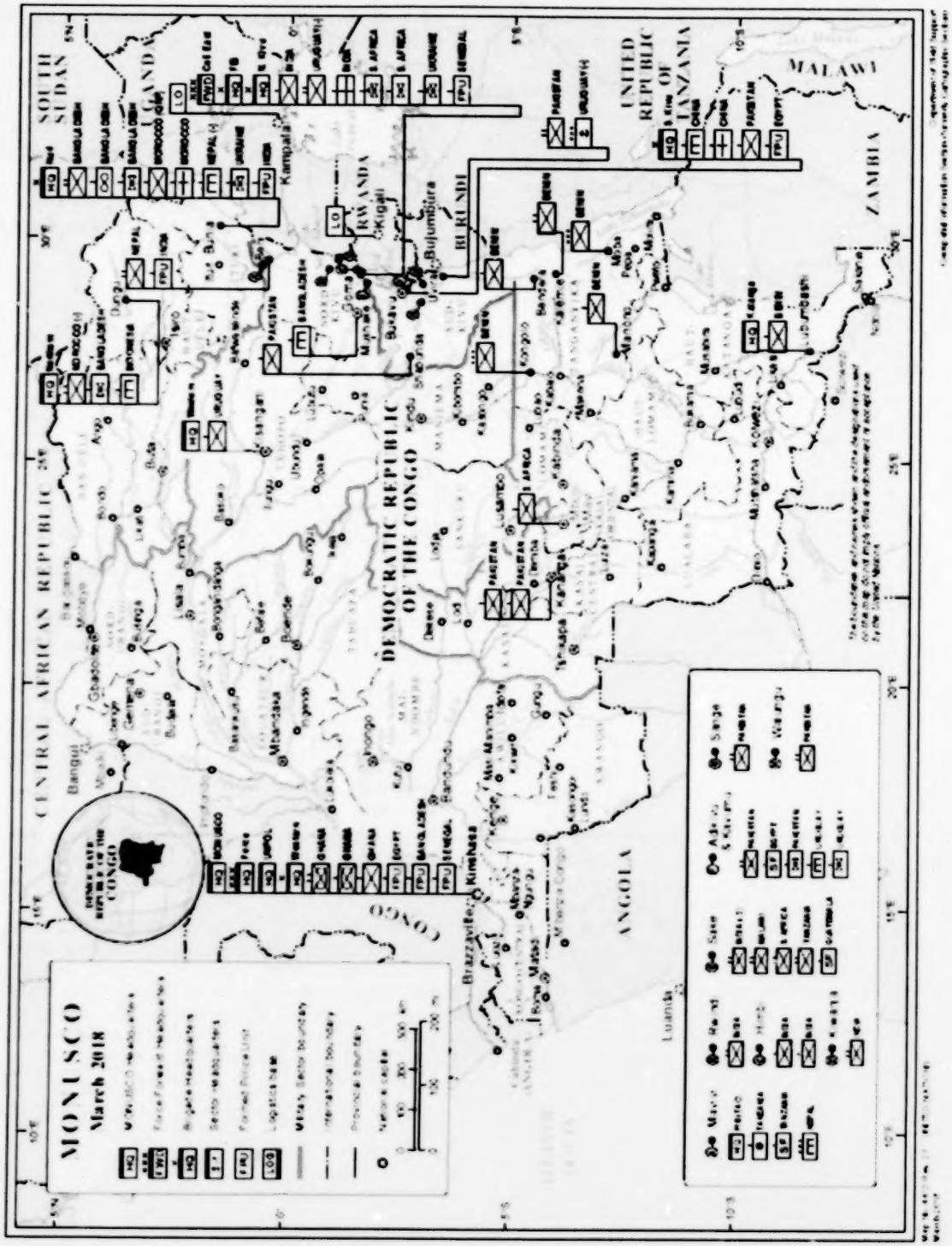
Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		2.1.3 Small and medium-sized enterprises benefit from programmes that promote investment	FAO, ILO, UNIDO, UNOPS, UNDP
		2.1.4 Capacities of public institutions to promote decent employment at the national and local levels are increased	UNDP, FAO, ILO, UNIDO, UNESCO
		2.1.5 Employment opportunities and training increase, particularly for youth, women and vulnerable groups	UNDP, FAO, ILO
		2.1.6 Capacities of public institutions to develop and implement tools for sustainable space planning are increased	ILO, IOM, WFP, UNHCR, UN-Habitat, UNOPS
		2.1.7 People, particularly vulnerable groups, have access to tools for the development of entrepreneurship capacities and to financing	UNCDF, UNDP, UNESCO, UNIDO, ILO, UNOPS, WFP, FAO
3. Access to basic social services is improved and human capital is reinforced	3.1 People, particularly vulnerable groups, benefit from an increased and improved offer of basic social services	3.1.1 People, particularly vulnerable groups, benefit from improved health services, particularly regarding maternal and child health and nutrition	UNICEF, UNFPA, WFP, WHO, UNOPS
	Total for outcome 3 (all United Nations agencies and MONUSCO): $221.6 million per year	3.1.2 People, particularly vulnerable groups, have access to equitable and quality education and professional training	UNICEF, UNESCO, ILO, WFP, UNOPS, UNFPA, WHO
		3.1.3 People, particularly vulnerable groups, have access to improved drinking water and sanitation services	UNICEF, UNEP, WHO, UNHCR, UNOPS, FAO, WFP
		3.1.4 Vulnerability of Congolese population is decreased through adequate social protection assistance	UNICEF, ILO, UNDP, WFP, WHO, MONUSCO, UNHCR, UNFPA

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		3.1.5 Institutional social protection capacities are reinforced	UNICEF, ILO, UNDP, WFP, WHO, MONUSCO, UNHCR, UNFPA
4. Development of human capital and fight against HIV/AIDS	4.1 National response to the HIV/AIDS epidemic is improved and expanded	4.1.1 Public/private/community/religious institutions have scaled up their HIV/AIDS programmes	UNAIDS
	Total for outcome 4 (all United Nations agencies and MONUSCO): $3.5 million per year	4.1.2 National and decentralized institutional capacities are increased to plan, coordinate and monitor multisectoral HIV/AIDS programmes	UNAIDS
5. Climate change and durable management of natural resources	5.1 The Government improves its management of natural resources	5.1.1 Strategies and policies for the limitation of and adaptation to climate change are developed	UNDP, FAO, UNEP, UNIDO, UN-Habitat
	Total for outcome 5 (all United Nations agencies): $8.5 million per year	5.1.2 Forest management participatory tools are developed by all levels of society	FAO, UNEP, UNDP, WFP
		5.1.3 A system for disaster risk management is in place	UNDP, FAO, WFP, UNOPS, UNEP, UN-Habitat
		5.1.4 Instruments for spatial and land planning are put in place	UN-Habitat
		5.1.5 Indigenous and local people are involved in the sustainable management of protected areas	UNDP, UNESCO
		5.1.6 People have access to modern energy services and clean energy	UNDP, UNEP
		5.1.7 Emissions in the Democratic Republic of the Congo are measured, reported and verified	UNDP, FAO, UNEP, WFP
		5.1.8 There is a reduction in the number of people at risk from mining pollution	UNDP

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
6. Stabilization and peace consolidation	6.1 All regions of the Democratic Republic of the Congo register significant progress in the protection of civilians, respect for human rights and the reduction of conflict and tensions	6.1.1 A joint security sector reform strategy is implemented	MONUSCO, UNDP, UNJHRO
		6.1.2 People in eastern Democratic Republic of the Congo have access to public services	MONUSCO, UNDP, UNICEF, WFP, UNFPA, UN-Habitat, UNOPS
	Total for outcome 6 (all United Nations agencies and MONUSCO): $40.5 million per year	6.1.3 Mechanisms for the protection of populations affected by conflict are operational	MONUSCO, UNJHRO
		6.1.4 Mechanisms to prevent and respond to violations of children's rights are implemented	MONUSCO, UNJHRO, UNICEF
		6.1.5 Mechanisms to prevent sexual violence and assist victims of sexual violence are implemented	MONUSCO, UNJHRO, UNFPA, UNICEF
		6.1.6 Support programmes for host communities of internally displaced persons, refugees, returnees and persons demobilized are in place	UNHCR, UNDP, UNICEF, WFP, UNESCO, WHO, FAO, MONUSCO, ILO, UN-Habitat
		6.1.7 Conflict prevention and resolution strategies and mechanisms are developed and implemented	MONUSCO, UN-Habitat, UNDP, FAO, UNHCR, UNICEF

Abbreviations: FAO, Food and Agriculture Organization of the United Nations; IFAD, International Fund for Agricultural Development; ILO, International Labour Organization; IOM, International Organization for Migration; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; UNAIDS, Joint United Nations Programme on HIV/AIDS; UNCDF, United Nations Capital Development Fund; UNDP, United Nations Development Programme; UNEP, United Nations Environment Programme; UNESCO, United Nations Educational, Scientific and Cultural Organization; UNFPA, United Nations Population Fund; UN-Habitat, United Nations Human Settlements Programme (UN-Habitat); UNHCR, Office of the United Nations High Commissioner for Refugees; UNICEF, United Nations Children's Fund; UNIDO, United Nations Industrial Development Organization; UNJHRO, United Nations Joint Human Rights Office; UNOPS, United Nations Office for Project Services; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women); WFP, World Food Programme; WHO, World Health Organization.

Map


MONUSCO
March 2018
CENTRAL AFRICAN REPUBLIC
SOUTH SUDAN
UGANDA
RWANDA
BURUNDI
UNITED REPUBLIC OF TANZANIA
MALAWI
ZAMBIA
ANGOLA
CONGO
DEMOCRATIC REPUBLIC OF THE CONGO
Bangui
Kinshasa
Brazzaville
Luanda
Kampala
Kigali
Bujumbura